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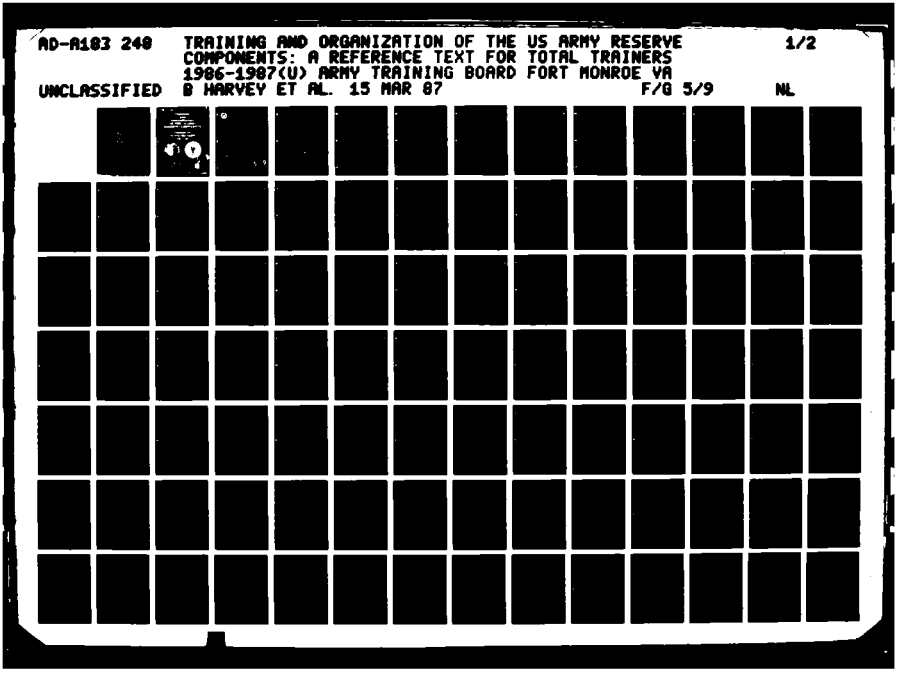

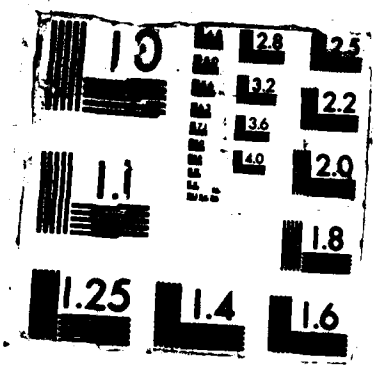
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TRAINING AND ORGANIZATION OF THE US ARMY RESERVE COMPONENTS

A REFERENCE TEXT FOR TOTAL FORCE TRAINERS 1986 — 1987

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US ARMY TRAINING BOARD
FORT MONROE, VA

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DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
FORT MONROE, VIRGINIA 23651-5000

REPLY TO
ATTENTION OF

Office of the Deputy Chief of Staff
for Training

15 March 1987

This is the first edition of the Training and Organization of the US Army Reserve Components. The U.S. Army Training Board prepared the text with the goal of providing a reference manual for total force trainers. Its intent is to stimulate thought and creative training and to foster a greater understanding by all, of the Reserve Components, thereby strengthening the bonds of the Total Force Concept.

This text will be updated yearly in an attempt to provide to users the latest information on the organization, functions, and training systems within the Reserve Components. To this end, your recommendations for changes or improvements for future editions should be forwarded to: President, US Army Training Board, ATTN: ATTG-BE, Fort Monroe, Virginia 23651-5320.

While this text is widely distributed within the Total Force, it should not be construed as an official Department of the Army publication. The text is intended for information purposes and does not set official Army policy.

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Glynn C Mallory Jr

GLYNN C. MALLORY, JR.
Brigadier General, USA
Deputy Chief of Staff
for Training

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PREFACE

This text was written for the purpose of providing active and reserve component personnel an easy reference designed to increase their understanding and appreciation of the organization, functions, and training environment of the Reserve Components. The text discusses the key differences between the active and reserve component training environment and focuses on a description of the organization and functions of the U.S. Army Reserve Component's personnel and training system. It also provides information on the Air Force, Navy, and Marine Corps reserve components and a bibliography listing references the reader can access for further information. This text contains information that should be understood by all Active and Reserve Component personnel and will be of particular value to those members of the Active Component who work with the Reserve Components on a regular basis.

The text's contents are based on research into Army and subordinate Major Army Command publications, National Guard Bureau and the various state publications, texts, studies, and documents pertaining to the organization and training of the Reserve Components and discussions with trainers at the Office of the Chief of Army Reserve, the National Guard Bureau, the Training and Doctrine Command, the Forces Command, the Continental United States Armies (CONUSA's), and numerous Reserve Component headquarters and units in the field. Personnel using this text are advised that the information contained is current as of the publication date. As with all policies and procedures, they are subject to change. The United States Army Training Board solicits your comments on ways to improve future issues of the text to make it more functional.

Special thanks to Majors Ben Harvey, Doug Prior, Jim Sutton, and Captains Frank Kerkemeyer and Bill Scoggins for their efforts in putting this document together. Requests for additional copies should be addressed to U.S. Army Training Board, ATTN: ATTG-BE, Fort Monroe, VA 23651.

BENJAMIN W. COVINGTON, III
Colonel, USA
President, US Army Training Board

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SECTION I.

THE RESERVE COMPONENT TRAINING ENVIRONMENT

I. General.

A. The combination of factors which together ultimately describe the environment within which Army National Guard (ARNG) and United States Army Reserve (USAR) units train is complex and challenging. On the surface, the nature of the training challenge appears to parallel that of the active Army, albeit under far more time-limited conditions. Just beneath the outer layer of apparent commonality, however, lie a host of factors which drive the nature of planning, dictate the methods of managing and evaluating, and prescribe the limits within which training is and can be executed.

B. Almost everything about the reserve component (RC) training environment is at least somewhat, and often significantly different from that of the active component (AC). While the similarities between the two parts of the total force are important, it is the differences, and their ramifications which are critical to optimizing training. These differences and what they mean are, according to both RC and AC trainers involved in the day-to-day business of training our ARNG and USAR units, not well understood by the active force. From senior commanders to company and detachment commanders this message comes through clearly. The purpose of this section is to examine and highlight some of the key characteristics of the RC training environment and what they infer. Overarching all other factors is that of time. It is literally of the essence for the RC.

C. Time. Of all the factors which impact on a reserve component unit's capacity to train, time is both the most crucial and the most obvious. It is generally understood that time to train is a critical factor for these units; and broadly, though less well understood that this time is discontinuous. Reserve Component units are officially allocated 39 days per year to accomplish their training (actually minimums of 39 for ARNG and 38 for USAR). This factor has been the subject of considerable scrutiny over the last several years and additional time has been resourced for use by the RC. Various statistics indicate higher averages than the classic 39 days. While these averages are accurate, they can be misleading in that most of the additional time allocated is used by individuals, designated units, and one-time or infrequently recurring requirements (NET, NTC, REFORGER, etc.). On the ground the typical (and large majority) of RC units spend about 41 days per year in a collective environment for training. At best (using 240 days as a base) this means RC units have less than 1/5 the time available to their AC counterparts; at worst (using 365 days as a base) they have slightly less than one of every 9 days available to AC units.

1. This collective environment is divided into two parts: Inactive Duty Training (IDT) and Annual Training (AT). IDT time is allocated based on discrete periods called Unit Training Assemblies (UTA). The typical RC unit (there are selected exceptions such as aviation, nuclear and airborne units

who receive more) is allocated 48 UTA's per year. Whenever two or more UTA's are combined into a continuous training period, the result is called a Multiple Unit Training Assembly (MUTA). A MUTA-4, therefore, is a continuous block of four UTA's, etc. Each UTA must, by definition, be at least 4 hours long, though they may be longer. Hence, as a minimum 48 UTA's equal 24, 8-hour days.

2. The classic 39-day allocation is derived from the combination of these 24 days plus 15 days of AT. An RC soldier is paid one day's pay for each UTA attended, therefore for pay purposes, one UTA equals one day, while one (if extended) or two UTA's equal a training day. The allocation of 48 UTA's per year conveniently divides into 12 blocks of 4 UTA's, or two, 8-hour days per month. Units are not constrained to organize their UTA's in this way as regulations permit sufficient flexibility to enable them to construct variations. Units tend to organize training on a two, 8-hour day, one weekend per month, basis. The selected weekends normally align with those of a higher headquarters.

3. The actual amount of effective training time which this allocation provides is somewhat less that it appears, for it incorporates travel time between armories/reserve centers and external training sites (local training area, motor pool, etc.), unit formations, church on Sundays, and general administrative chores. In addition to these routine decrements, most special requirements imposed on the unit by higher headquarters, up to and including Department of the Army, which require access to, or participation by all members, must be executed during this time.

4. Annual Training (AT) consists of 14 continuous days for USAR units and 15 for ARNG. In each case, this time may be extended to 17 (to cover all or part of travel time) without an exception to policy. AT is typically, and almost always, conducted during the summer at an RC or AC major training center. During these periods units are able to assemble at higher levels than during IDT and, depending on the construct of the unit, normally go to AT in a battalion or higher configuration or in conjunction with such a unit. While AT provides the means for units to assemble and train at higher collective levels, few units have their full assigned strength available at AT as a number of their soldiers will be training elsewhere (basic/advanced training, NCOES, etc.) during the same period.

5. Training during AT is essentially continuous though it is often broken in the middle to provide some free time and to handle administrative requirements. The mid-AT break is slowly being discarded in favor of a similar period at the end of AT. While 14-17 days, including travel, are allocated for AT this does not mean that they are all available for effective training. On the average an RC unit gets no more than 11 days for effective field training out of these periods. The remainder is used for travel, pick up and turn in of equipment, administrative set up, a break period, etc. The break provided RC soldiers has, on occasion, been the subject of controversy, but it is incorporated to provide some time to soldiers for a respite during a period in which they are frequently giving up their only vacation period to

serve, hence the function it plays goes beyond a simple matter of "giving up" two days which could be used for training.

6. Finally at the individual and personal level there is a constant interplay between the demands for time of a soldier's unit, civilian job and family. In spite of federal laws to the contrary, the tolerance of employers for service that interferes with their interests varies considerably across the nation. Whenever the pressure of civilian job requirements on which their livelihood depends, or family needs, interfere, the RC soldier, though he or she may prefer to stay, will often leave the service.

7. While there is some variation in the allocation and availability of time to an individual unit in a particular year or small groups of units over several years, the nature of the time factor for RC units is as described above and the implications are important. They are:

a. RC units have approximately 1/5 of time allocated to the AC to meet combat readiness requirements.

b. Total time available to RC units is less than the apparent time available.

c. There are practical limits to the lengths and frequencies of IDT periods.

d. Training during IDT, with rare exceptions, is, at best, limited to the collective level of the unit occupying an individual armory/reserve center.

e. Training must be organized and managed in small discrete increments.

f. Intensive management is required to extract the maximum amount of effective training time out of IDT and AT.

g. Long-range planning and coordination which can be relied on are fundamental to success.

h. Minor disruptions to carefully planned training can create major disruptions to yearly training plans.

i. Discontinuity interrupts the flow of planning, coordination, and execution of training. Sustainment of skills is made more difficult.

8. The overall time constraints on RC training cannot be substantively changed as they are shaped by factors which are not likely to vary in consequential ways (employer tolerance, family time, civilian requirements, etc.). Enhancing effectiveness of training is, therefore, a qualitative versus quantitative matter for RC units. In spite of the overall time constraints, U.S. RC units have more time allocated than RC units of any allied country to include those, such as Israel, whose national survival depends on them.

9. All other key factors impinging on RC unit training affect, or are affected by, the time box. One of these is dispersion.

D. Dispersion. The RC force is a dispersed force in a wide variety of ways. The 7000 + RC units in the force are based in over 4000 separate facilities. At unit (battalion/separate company and detachment) level the average distance to the unit's headquarters is 105.6 miles, and it takes almost 3 hours to get there. Comparable units in the active force through brigade and frequently division level are within walking distance. At battalion level the average unit is dispersed over a 150-mile radius and some extend to over 300. Their AC counterparts are typically clustered within a mile or less of each other. At the higher levels of command (MUSARC, division), few headquarters have all of their subordinate units even in the same state; many extend over several, and some cover as many as 12 states. Comparable AC units live on a single installation or on several within a few hours drive. The dispersion of RC units is dictated largely by recruiting capacities related to population densities and the ability of soldiers to get to their units for training from reasonable distances. Even so, many travel several hundred miles one way to train during IDT and some travel up to 500. This level of dispersion within units, among other things, forces commanders and many others to devote more time to moving among their units and to higher headquarters than their AC counterparts do.

1. Distance between units is only one effect of dispersion. The distances from a given unit to almost every other common training support location is also lengthened. On the average, RC units travel 9.2 miles to get to a motor pool, primarily to access wheeled vehicles. To get to their major equipment at Mobilization and Training Equipment Sites/Equipment Concentration Sites (MATES/ECS) they travel 128.5 miles. In order to reach a collective training site they travel 40.1 miles to the nearest Local Training Area (LTA) or 154.2 miles to the nearest Major Training Area (MTA). To go to a rifle range, RC units travel 65.7 miles (only 20 percent have usable local small caliber ranges) and if an RC unit wishes to draw devices for training, it travels 149.2 miles to get the device. These are all average one-way distances and whenever they come into play, time is used to make the trips.

2. The factors that generate the dispersion of RC units are not subject to significant change, thus approaches to mitigating the impact of dispersion cannot count on changing the dispersion itself. The impacts of dispersion on RC unit training are:

a. Communication and coordination among and between units is made more difficult.

b. The frequency with which units can effectively use training facilities and areas is diminished.

c. The level of difficulty in providing support, evaluation, and other services to subordinate units is increased.

d. The ability of next higher headquarters to influence training in person is diminished.

e. Reaction time to change is increased.

f. Major restructuring of forces (putting all divisions in single states, all Europe oriented units on the east coast, etc.) is precluded.

g. Training in units is and must be decentralized.

3. In the active Army turbulence is a significant factor affecting training. It is also true in the Reserve Components.

E. Turbulence.

1. It is generally believed that while RC units train under some severe constraints compared to their AC counterparts, stability is a major positive offsetting characteristic. While this perception is true in straight line comparison terms, it is false in relative terms. In fact, RC units experience more rather than less, relative turbulence than their AC counterparts.

2. Turbulence comes in several forms, the most common one applies to personnel. The reported forcewide external annual turnover experienced by the ARNG and USAR for enlisted personnel is 18.7 percent and 30.7 percent, respectively. At unit level, however, these figures are 32.0 percent and 43.0 percent. (13 percent leave their unit but stay in the force). At the E5 and below level turbulence in units rises to 37.5 percent and 48.7 percent per annum. Relative to training time available, in conservative terms, this equates to AC annual turnover rates of between 187 percent and 243 percent per year.

3. Unlike the active force, many soldiers joining an RC unit are not MOS qualified. Between 38 percent (USAR) and 53 percent (ARNG) of them (non-prior service) have no military training on assignment and a portion of the remainder (prior service) do not have MOS training in the positions to which they are assigned. The result is that approximately 70 percent (USAR) and 75 percent (ARNG) of all new enlisted soldiers arriving in a unit each year require training to qualify for the MOS to which they are assigned. In addition to the obvious training challenge which this phenomenon creates, 12.6 percent of the personnel assigned to the average RC unit are non-deployable according to commanders.

4. Personnel turbulence is not the only factor involved for RC units, they are also faced, as are their AC counterparts, with a significant level of structural turbulence. RC units have historically faced a higher level of structural turbulence than the AC, as units were converted wholesale from one functional area to another (tank battalion converts to a signal battalion, etc.). This type of structural turbulence is on the decrease, but is still a part of the way of life in the RC. As the force is modernized, RC units, like AC units, are undergoing major structural changes based on TOE series

transitions and new equipment introductions. This type of change is on the increase. On average, RC units will experience more of these changes over the next decade than their AC counterparts as they will transition through a larger number of systems (AC M-60 units convert to M-1, RC unit converts from M48A5 to M-60 to M-1). In FY 1986, 122 RC units were activated, 18 were inactivated and 233 underwent major conversions (about one unit of every 20 in the force). Each of these structural changes is accompanied by a major management workload sometimes including physical relocations, but more often by having to leave groups of soldiers where they are and convert them in place. This in-place conversion creates large scale MOS changes which then become an added training and training management challenge for the unit. In extreme cases in which units convert from one type to another (an H to J series change converts the scout platoon to a tank platoon or the entire unit goes from combat arms to combat support) the unit is faced with an almost completely revised set of individual and collective training requirements which will take several years (read 39+ day periods) to assimilate. Unlike their AC counterparts, they are not issued a new group of MOS qualified soldiers to start up the new organization.

5. The turbulence levels faced by RC units is significant. And they are not likely to decline rapidly or appreciably in the near term. Turbulence is a part of the training environment. The implications for training are:

a. MOSQ is a major challenge.

b. RC units always have an irreducible minimum number of soldiers who have not fulfilled MOS qualification criteria.

c. Records keeping and management requirements increase.

d. The percentage of assigned strength available for training in units is reduced.

e. Personnel turbulence is a significant training distractor in RC units.

f. The overall impact of turbulence is greater on RC units than on AC units.

g. The capacity of units to manage change is challenged.

F. The Chain of Command.

1. Most active Army units respond directly to the requirements of a single, unambiguous chain of command though some respond indirectly to more than one headquarters. The chain of command for most RC units is less uniform, and they respond to more of its elements.

2. The lines of authority in the RC are complex. At DA level, the two elements (the Army National Guard and the Army Reserve) each have their own Army level staff office. The office of the Chief of the Army Reserve (OCAR) acts as a staff manager on the Army staff and a conduit to FORSCOM on

resources for the USAR. The Director of the Army National Guard (DARNG), subordinate to the National Guard Bureau (NGB) has more authority and influence with respect to ARNG units. At the Army major command (MACOM) level, command authority over USAR units is clear--it is vested in the CG, FORSCOM; however, while FORSCOM has responsibilities and requirements with regard to ARNG units, it does not act as their command MACOM. Command responsibility for ARNG units is vested in the several state and territorial governors who execute their responsibilities through Adjutants General. There is, therefore, no single MACOM which has command authority over the ARNG--there are 54 of them (50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia). This does not mean that there is no unifying element, FORSCOM fulfills this role for the Army, but its formal and authorized relationship to the ARNG varies from that of its relationship to the USAR. This phenomenon is the result of the dual responsibilities of the ARNG for both state and federal service and their status by federal statute during periods in which they are not federalized (which includes both IDT and AT; AT, though not IDT, is active federal service for USAR units).

3. Five, RC oriented, Continental United States Armies (CONUSA) are directly subordinate to FORSCOM and execute the FORSCOM commander's responsibilities within geographic areas (Multiple States and territories). Their relationship to the ARNG and USAR is the same as FORSCOM's.

4. Below the CONUSA's and state AG's the chain of command diverges into USAR and ARNG commands. These commands, are primarily area based. The names and structure of higher commands differ between the ARNG and USAR. In the ARNG with its preponderance (over two thirds) of Combat Arms units and consolidation of units within single states, commands tend to follow standard Army structure. The primary exceptions to that structure are State Area Commands (STARC) and/or Troop Commands. These organizations usually act as the peacetime headquarters for those units which are not organic to brigade or equivalent units located within the state. Even in the ARNG, structure and command is not simple. Seven of the ten ARNG divisions are split between two or more states thus several state AG's oversee the training of elements of the division. The wartime headquarters of units in the STARCS or Troop Commands are in the active Army, another state or the USAR.

5. The command structure in the USAR is more complex and less internally consistent with respect to mobilization missions. The USAR, with its preponderance of CSS units (almost 60 percent) and CS units (slightly less than 25 percent), cannot organize for training along classic lines as easily as the ARNG. A large number of USAR units are organized at the separate company, platoon/detachment level and their mobilization headquarters are spread throughout the force. In addition to the general diversity and lesser coherence of USAR units in general, many groups of them have few and some have no AC counterparts. Some types of units exist exclusively in the USAR and others comprise a large majority of their type in the total force.

6. USAR commands subordinate to CONUSA's are called Major U.S. Army Reserve Commands (MUSARC). These commands are normally authorized a Major General and they report directly to a CONUSA CG. They equate to Division

level units in a Corps. MUSARC's consist of Army Reserve Commands (ARCOM) and General Officer Commands (GOCOM). All ARCOM's are MUSARC's but only some GOCOM's are MUSARC's while others (19) are subordinate to an ARCOM. This system is somewhat less confusing in the USAR than outside of it. The larger commands in the USAR are, with the exception of some of the GOCOM's, organized along geographic versus functional lines in order to reduce span of control. The result is that most MUSARC's are responsible for a wide variety of units whose principle common denominator is that they are based within a pre-described geographic area. Commanders at this level and their subordinate commanders, many of whom face similar diversity, are faced with a complex training management and evaluation challenge.

7. The RC chain of command is not the only one to which unit commanders must respond. CAPSTONE, roundout and other interface programs place varying degrees of responsibility for responsiveness and compliance on RC units. In the ARNG almost all units have some responsibilities to the state with regard to state, versus federal, missions. It may be reasonably stated that the chain of command in the RC is more complex, diverse and difficult to deal with than it is in the Active force. The consequences for training are:

a. Senior commanders, particularly in the USAR, face unique training management challenges.

b. The potential for disconnects in training guidance is increased.

c. Quality control of training is made more difficult.

d. The creation of balanced training programs which satisfy multiple headquarters is more difficult.

II. Conclusion. The preceding examination of key aspects of the RC training environment could, taken in isolation, lead to conclusions that little has been done; that little can be done; or that we cannot sustain acceptable levels of readiness in RC units. None of those conclusions would be accurate. It is accurate, however, to conclude that the training challenge for RC units is unique in many ways and that training approaches which are both unique and practical are called for. It is equally important to realize that the business of meeting that challenge is evolutionary and that it began some time ago.

a. CAPSTONE and its subordinate and related programs which interface Active and RC units and individuals has responded to a key need identified in 1971.

b. Readiness Groups throughout the country work with RC units on a daily basis.

c. RC units are at the beginning of a major modernization effort.

d. RC soldiers and units are training in more places and more often than ever before.

e. A major effort to reconfigure training courses and tailor them to RC needs is underway.

f. Reserve Force (RF) schools are developing a relationship to the active force training institution.

SECTION II.

HOW THE US ARMY RC WORKS

I. History/Purpose.

A. The Reserve Component (RC) of the Army consists of the Army National Guard (ARNG) and the U.S. Army Reserve (USAR). Their purpose is to provide trained units and individuals to augment the Active Component (AC) in time of war or national emergency. Service in either of these components, as well as the AC, is completely voluntary. Both reserve components have Federal missions; however, the ARNG is unique in that it also has a State mission. The State mission is to provide organized units, equipped and trained to function effectively in the protection of life and property and the preservation of peace, order, and public safety under competent orders of Federal or State authorities. The State retains command of any unit not in Federal service. The chain of command differs between the ARNG and the USAR. However, both the ARNG and USAR are fully integrated into the Total Army and have wartime missions.

B. Historically, the Army National Guard is the oldest military force in the United States--tracing its origin back to the Old North, South, and East Regiments of Massachusetts, formed in 1636. Many modern National Guard organizations in the eastern states can trace their lineage back to these regiments which also fought alongside the British in the French and Indian campaigns. Later, many of these same militiamen were arrayed against British regiments as the emerging nation decided to break away from English rule. The militia organizations first answered the call on what might be termed a "large scale" when George Washington called for troops to fight the British in the American War for Independence. Known in earlier years as the Volunteer Militia, the Guard acquired its present name in 1825 when a New York militia unit renamed itself in honor of Lafayette, the Revolutionary War hero, who commanded France's famed Garde Nationale. The designation gradually spread until it had been adopted nationwide by the beginning of this century. Under the National Defense Act of 3 June 1916, the organized militia was officially reestablished as the National Guard, and the organization was made to conform to that of the Regular Army. It was not until 1933 that the title "Militia Bureau" was changed to National Guard Bureau.

C. The National Guard has participated in all U.S. wars and conflicts from the Revolutionary War to Vietnam and is entitled to nearly every one of the 168 campaign streamers on the Army flag. During this century, the Army National Guard has been involved in five Federal mobilizations to augment the Active Army. They are World War I, World War II, Korea, the Berlin mobilization, the 13 May 1968 mobilization initiated by the Pueblo incident, and the Vietnam War.

D. The history of the U.S. Army Reserve, the Nation's largest military Reserve Component, officially began in 1908 when Congress created the Medical Reserve Corps. Further legislative acts established other reserve entities

which were all brought together under the National Defense Act of 1920 following World War I. In World War I, 16,000 members of the Reserve entities were called to duty. The 26 Organized Reserve Corps (ORC) divisions and support units organized after World War I were mobilized for World War II. In all, the World War II mobilization brought to active duty more than 132,000 Reserve officers and enlisted personnel. During the Korean Conflict, more than 245,000 Army Reservists were called to active duty, which was 64 percent of the RC troops mobilized. During the Berlin crisis of 1961, 75,000 Army Reservists were called to active duty for a period of one year. In 1968, the Army Reserve was once again called upon to augment the active Army, then fighting the Vietnam War. Of the 45 company/detachment size units called to duty, 35 served in Vietnam.

II. Organization and Functions.

A. Organization.

1. Approximately 52 percent of the Total Army military manpower is in the Reserve Component. Reserve Component strength is further divided between the ARNG and USAR. Forty-eight percent of the RC manpower is in ARNG units and another 28 percent is in USAR units. While ARNG units are predominantly combat arms, USAR units tend to be combat support and combat service support. The remaining 24 percent of the RC manpower is in the Individual Ready Reserve.

2. Service in the Reserve Component can be in either the ARNG or USAR, actively or inactively, in a unit or in an IRR manpower pool, or in a combination of these categories (Annex A). Regardless of where the soldier serves upon enlistment, appointment, or commissioning of an individual in the Armed Forces of the United States, he/she incurs an 8-year obligation. As explained later, this service may be all in the Reserve Component or partially in the Reserve Component and partially in the Active Component. Within the RC, service falls into three major categories: the Ready Reserve, the Standby Reserve, and the Retired Reserve.

a. The Ready Reserve is further subdivided into the Individual Ready Reserve (IRR), the Selected Reserve, and the Inactive National Guard (ING).

(1) The IRR is composed of control groups Annual Training, Reinforcement, Officer Active Duty Obligator (OADO), Control Group Delayed, Control Group ROTC, and Control Group Delayed Entry. Qualifications for each group are as follows:

- Control Group Annual Training (AT) is composed of soldiers, both officer and enlisted, who have a training obligation, have less than 36 months credited active duty time, and have not completed their 8-year obligation. These personnel may be required to take part in Annual Training (AT) when so directed.

- The Reinforcement control group is composed of soldiers who may or may not have completed their mandatory service obligation (i.e., 8 years) but

have more than 36 months credited active duty or two years active duty and one year in a ARNG or USAR unit, and do not have a mandatory training requirement.

- The Officer Active Duty Obligator group is composed of soldiers who have completed ROTC, but have not entered active duty upon their appointment (e.g., those who have been deferred for additional civilian schooling). They will not be involuntarily required to train without direction of HQDA.

- Control Group Delayed consists of Ready Reserve members (enlisted) other than those in Control Group Delayed Entry, whose initial entry on AD or ADT is delayed and who are not required by law or regulation to train during the time of delay. They may voluntarily train in an attached status with a USAR unit, without pay but for retirement points.

- Control Group ROTC consists of college students enlisted in the USAR for enrollment in the Senior ROTC advanced course or scholarship program. While assigned to this group, control group ROTC personnel are exempt from involuntary order to active duty (AD), except during a period of mobilization.

- Control Group Delayed Entry consists of members enlisted under AR 601-210. They are in a nonpay status and will not take part in reserve training. This group will be organized and administered by the CG, USAREC. While assigned to this group, members are exempt from involuntary order to AD except during a period of mobilization.

(2) The Selected Reserve is made up of USAR Troop Program Units (TPU's), ARNG Units, Individual Mobilization Augmentees (IMA), and Active Guard/Reserve (AGR) personnel.

- IMA. The IMA is composed of individuals who are assigned to authorized augmentee positions documented on Active Army Organization Mobilization TDA's.

- AGR. The AGR consists of reserve members who are on full-time active duty in the Active Guard/Reserve Program.

(3) The third category of the Ready Reserve is the Inactive National Guard (ING). The ING provides a means for individuals who are unable to participate actively as a unit member to continue in a military status in the ARNG. Some reasons to transfer to the ING include change of residence, physical disability and incompatibility with civilian employment. Members of the ING retain the federal recognition and are subject to immediate involuntary mobilization in time of federal or state emergency.

b. The Standby Reserve consist of an active, inactive, and ineligible control group. Members of the Standby Reserve Active may voluntarily take part in reserve training, but without pay or travel allowances. They may earn retirement points and enroll in military school courses to qualify for promotion. Those in the inactive group are not

authorized to participate in reserve duty training for retirement point credit or promotion purposes.

(1) The active control group is composed of personnel who:

- are key employees.

- have temporary extreme hardship.

- are health profession graduate students.

- have a medical disqualification for a temporary period of 6 months to 1 year.

- are theological students who have a service obligation.

- have a missionary obligation.

- have completed their Ready Reserve obligation.

(2) The inactive control group is composed of:

- key employees who have not requested transfer to the standby active list.

- theological students who do not have a service obligation.

- general officers who no longer occupy positions of equal or higher grade.

(3) The ineligible control group consists of those personnel assigned to the Standby Reserve who are exempt from active duty during a mobilization because of extreme personal hardship not to exceed 60 days.

c. The Retired Reserve is composed of those soldiers in the below listed categories. They must transfer to this control group when eligible if they:

(1) are entitled to receive retired pay from the Armed Forces because of prior military service.

(2) have completed a total of 20 years of active or inactive service in the Armed Forces.

(3) are medically disqualified for AD resulting from a service-connected disability.

(4) have an appointment rendered on the condition that the soldier immediately apply for transfer to the Retired Reserve.

(5) have reached the age of 37 and completed a minimum of 8 years of qualifying Federal service.

(6) have reached the age of 37, completed a minimum of 8 years of qualifying Federal service and served at least 6 months of AD in time of war or national emergency.

(7) have completed 10 or more years of active Federal commissioned service.

(8) are medically disqualified, not as a result of own misconduct, for retention in an active status or entry on AD, regardless of the total years of service completed.

B. Functions.

1. The Reserve Component receives its authority from Title 10, U.S. Code, which contains the general and permanent laws governing the Armed Forces. Various sections of Title 10 establish and govern the RC. Specific provisions of the Code pertaining to the Army and Air National Guard are contained in Title 32 of the U.S. Code.

2. The role of the reserve component as stated in Section 262, Title 10, is to provide trained units and qualified persons available for active duty in time of war, national emergency, or when national security requires. Title 32 further states that Army National Guard units shall be ordered to Federal active duty and retained as long as necessary whenever Congress determines they are needed. These basic roles are further defined through policy statements.

3. To understand how the Reserve Component functions one must start with Congress. Empowered by the Constitution, Congress decides what military activities the Federal government will pursue and at what level they will commit funds to support these activities. Congress reviews the annual budget submitted by the President and controls military expenditures by enacting authorizations and appropriations legislation. The review touches on a wide range of national security issues.

4. The two most significant committees in both houses of Congress that deal with the issues of military activities and their funding are the Armed Services Committee and the Appropriations Committee. The Armed Services Committees have responsibility for recommending to Congress legislation that expresses policy objectives for the military and recommend how much money should be authorized to support these policies. The Appropriations Committee considers the recommendations of the Armed Services Committee and recommends to Congress appropriations for legislation. Differences between the amount of money appropriated by each House of Congress for military spending are resolved by a joint committee. This agreed upon amount goes back to both houses for passage.

5. Certain areas such as pay and allowances and officer promotion are controlled closely, while other areas such as force structure are reviewed only occasionally. One of the most significant Congressional actions is establishing and approving the annual strength authorizations. Strength authorizations of the ARNG and USAR are proposed by the Armed Services Committees of both Houses. Although minimum average strength floors are established, Congress has been known to appropriate less money than needed to fund the authorized strength.

6. In addition to the Congressional committees, while not part of the formal RC management structure, there are numerous civilian organizations and associations which have a measurable effect on all issues pertaining to the Reserve Component by actively proposing legislation and through lobbying influence at the Congressional level. Annex B lists several of these organizations.

7. From Congress, authority flows to the Department of Defense (DOD) (Annex C). The Secretary of Defense has overall responsibility for the Total Force. Specifically within the DOD, the Assistant Secretary of Defense (Reserve Affairs) is vested with the overall responsibility for all Reserve Components. Additionally, formally assisting the Secretary of Defense is a government board called the Reserve Forces Policy Board (RFPB) which acts as an advisor to the Secretary of Defense on all RC matters. The RFPB includes a civilian chairman, the Assistant Secretaries (Manpower and Reserve Affairs) of each service, the Reserve Force Policy Board of each service, and one Active Component general or flag officer from each service.

8. A second governmental committee which falls under the DOD is the National Committee for Employer Support of the Guard and Reserve. This committee has been in operation since 1972 with the intent of bettering relations between civilian employers and local ARNG and USAR units. It has been quite successful in resolving employer/employee misunderstandings arising from RC service. It operates on an informal basis with the goal of assuring individuals the freedom to participate in training without job impediment or loss of earned vacations. The National Committee is a joint services committee whose full-time membership is composed of 26 RC and AC, Army and Air force members, and 4 civilians. Overall, the committee is headed by a National Chairman. There are four functional areas within the committee: *administration, public affairs, field operating agency* (5 regions with 8-12 states in each) and an Ombudsman which handles employee/employer rights. State level committees are organized in similar fashion but manned by volunteers. The size of these committees varies with each state. Overall, there are 55 state level committees manned by 3,000 - 3,500 volunteers.

9. From the Department of Defense, authority flows next to each service department. Within the Department of the Army (DA), overall responsibility for the Total Army lies with the Secretary of the Army. Specifically, overall responsibility for the RC is vested in the Assistant Secretary of the Army (Manpower and Reserve Affairs) [ASA (M&RA)]. The Assistant Secretary of the Army for Manpower and Reserve Affairs is responsible for exercising supervision and direction on matters pertaining to

the formulation, execution, and review of Army policies, plans, and programs including the establishment of objectives and appraisals of performance as they pertain to the Reserve Components. Assisting the Assistant Secretary of Army (M&RA) is the Office of the Chief of Staff of the Army (OCSA). The Vice Chief of Staff of the Army (VCSA) serves as a staff focal point for the Reserve forces. In this regard, he works closely with three coordinating agencies that impact on the RC. These agencies are the Deputy Chief of Staff of Operations, the Army Reserve Forces Policy Committee, and the Reserve Component Coordination Council.

10. The Army Reserve Forces Policy Committee (ARFPC) is in the Office of the Secretary of the Army and is the Army representative that participates at DOD level as part of the Reserve Forces Policy Board. The ARFPC, according to Title 10, U.S. Code, will review and comment upon major policy matters directly affecting the Reserve Components of the Army through the OCSA and the ASA(M&RA). The committee consists of 15 officers in the grade of colonel or above:

a. five members of the Regular Army on active duty with the Army General Staff;

b. five members of the Army National Guard of the United States not on active duty; and

c. five members of the Army Reserve not on active duty. Also included are representatives from TRADOC, FORSCOM, and AMC. The Director of the Army Staff serves as the committee monitor.

11. The Reserve Component Coordination Council (RCCC) reviews progress on Reserve Component matters related to readiness improvement, ascertains problem areas, issues and coordinates requisite tasking to the Army Staff, and reviews the progress of staff efforts. The Council is chaired by the VCSA and membership includes selected general officers from the Army Staff, the Chiefs of the National Guard Bureau and Army Reserve, the Director of the Army National Guard, the FORSCOM Chief of Staff, the TRADOC Deputy Commanding General for Training, and the Deputy Assistant Secretary of the Army for Reserve Affairs and Mobilization.

12. The Deputy Chief of Staff for Operations (DCSOPS) is responsible for developing unit and individual training policies and procedures for the Active Army, the Army National Guard, and the Army Reserve. Responsibility for RC individual training policies and procedures overlaps between DCSOPS and ASA(M&RA).

13. The Office of the Chief of the Army Reserve (OCAR) is a special staff office at DA. The OCAR serves as the DA advisor on Army Reserve affairs but must coordinate its actions concerning Army Reserve units through the CG, FORSCOM who commands and is directly responsible for the training of USAR units. The CAR is full-time and is appointed by the President, with the advice and consent of the Senate, and holds the rank of major general in the Army Reserve. The functions of the Chief of Army Reserve are:

a. Advisor to the Army Chief of Staff on USAR matters.

b. Directly responsible to the Army Chief of Staff for matters pertaining to the development, readiness, and maintenance of the USAR.

c. Responsible for implementation and execution of approved Army plans and programs.

d. USAR representative in relations with governmental agencies and the public.

e. Advisor to Army staff agencies in formulating and developing DA policies affecting USAR.

f. Assists in development of policy and plans for mobilization of the USAR.

g. In coordination with other appropriate Army Staff Agencies, recommends, establishes and promulgates DA policy for training the USAR.

h. Serves as director of Army Reserve appropriations.

14. Under the OCAR and charged with the responsibility of managing those USAR personnel not in USAR units is the Army Reserve Personnel Center (ARPERCEN). ARPERCEN is a field operating agency of the OCAR. The mission of ARPERCEN is to:

a. Provide command and control of the IRR.

b. Prepare for mobilization and mobilize required numbers of trained individual reservists and retired personnel to enable the Army to successfully wage war.

c. Administer the USAR Active Guard/Reserve (AGR) and IMA programs.

d. Manage the professional career development of officer and enlisted members of the USAR.

e. Manage OPMS and EPMS for the Army Reserve.

f. Develop Army Reserve data for the Army Planning, Programming, Budgeting, and Execution System (PPBES).

15. The National Guard Bureau (NGB) is the National Guard counterpart to OCAR. It is both a staff and an operating agency. As a staff agency, it represents the interest of the National Guard with the Departments of the Army and Air Force. The Chief, NGB (CNGB) reports to the Secretaries of the Army and Air Force through the respective Chiefs of Staff and is their principal staff advisor on National Guard affairs. The Chief of the National Guard Bureau is a Lieutenant General.

16. As an operating agency, the NGB is the channel of communication between the states and the Departments of the Army and Air Force. This means that the CNGB must deal directly with the state governors and The Adjutants General (TAG's). Although he has no command authority in these dealings, cooperation is facilitated through NGB's responsibility for and control of federal funds, end strength, equipment, force structure programs, and by authority to develop and publish regulations pertaining to ARNG even when not federally mobilized. The function of the NGB is to formulate and administer programs for the development and maintenance of National Guard units in accordance with Army and Air Force policies.

17. A major office within the NGB is the Office of the Army National Guard. The Director of the Army National Guard (DARNG) formulates the ARNG long-range plan, program, and budget for input to the Army staff, and administers the resources for force structure, personnel, facilities, training, and equipment for the CNGB.

18. Command of the ARNG when not in active Federal service is vested with the governors of the states. The governors exercise command through The State Adjutants General. The State Adjutant General (TAG) is a state official whose authority is recognized by Federal law. The TAG, who may be either an Army or Air Force officer, is normally appointed by the governor but in certain instances is elected, or appointed by the President. The grade authorized is normally Major General.

19. In peacetime, TAG's manage both state and federal resources in support of the National Guard. Their staffs include both state and federal employees. The individual ARNG commanders under the TAG are responsible for training their units in peacetime. To assist the TAG with mobilization, a State Area Command (STARC) is organized within each state. STARC has command and control of ARNG units during mobilization and is charged with initial postmobilization command and control of mobilized ARNG units until the units arrive at their mobilization station.

20. The ARNG consists of predominantly combat units. The majority of ARNG forces are assigned to five infantry divisions, two mechanized infantry divisions, two armored divisions, one light infantry division, four Roundout divisional brigades, 14 separate combat brigades, and four armored cavalry regiments. All together there are 2466 combat, 377 combat support and 660 combat service support units (detachment through company size).

21. For USAR units, after the Department of the Army level, authority goes directly to Forces Command (FORSCOM). FORSCOM was established to command the Army's combat, combat support, and combat service support elements in CONUS, both Active and USAR. FORSCOM commands all TO&E, TDA, and Reinforcement Training Units (RTU) of the USAR. The USAR is composed of 408 combat, 501 combat support and 1192 combat service support units (detachment through company size). FORSCOM provides training criteria and is responsible for the evaluation of training in the ARNG. During mobilization, FORSCOM is responsible for preparing and executing the mobilization plans of both USAR and ARNG units. The magnitude of FORSCOM's training management structure for

Reserve Components is more clearly understood when it is recognized that FORSCOM is the authoritative pinnacle for training and evaluating over 5600 USAR and ARNG units.

22. From FORSCOM, authority flows to five Continental Armies (CONUSA's). The CONUSA's primary mission is RC Readiness, and they are organized to command USAR units and support and train the ARNG and USAR in their respective geographical regions. The CONUSA ensures the mobilization preparedness of RC units. This includes mobilization training, exercises, and a review of mobilization files, alert, and movement plans. Training and mobilization requirements necessitate coordination between components, across command boundaries (state boundaries for ARNG), and with State governors, government officials, and civilian aides to the Secretary of the Army. Additionally, they support other missions and activities such as civil disturbance, disaster/relief, and ceremonies in their region by the tasking of both USAR and ARNG units.

23. The 5 CONUSA's command 20 subordinate Army Reserve (ARCOM's) and 26 General Officer Commands (GOCOM's). ARCOM's and GOCOM's, which report directly to CONUSA headquarters, are also designated as Major U.S. Army Reserve Commands (MUSARC's).

24. An ARCOM commands USAR units located in a specific geographical area. The command is authorized a Major General as commander. GOCOM's have similar responsibility and authority but are organized along functional as well as geographical lines. Examples are training divisions, engineer commands, corps support commands, and maneuver area commands. GOCOM's can be assigned to ARCOM's or report directly to the CONUSA. Of the 45 GOCOM's, 19 report to ARCOM's.

25. The make-up of the USAR covers the entire spectrum of possible type units. It includes some types of units, such as railroad units, that are not found in the active component. The USAR's diverse organizations include three separate combat brigades, combat support, and combat service support units; 12 training divisions who conduct Basic Training (BT), Advanced Individual Training (AIT), and/or One Station Unit Training (OSUT); 2 Maneuver Area Commands (MAC) who write and conduct brigade, group, and higher unit CPX's and FTX's; 9 Maneuver Training Commands (MTC's) who write and conduct battalion and lower unit ARTEP, CPX, and FTX; Army garrisons who upon mobilization would staff a post; and 90 USARF schools that conduct enlisted MOS courses, special courses, Officer Advanced, and CGSC courses. The USAR is also composed of non-unit personnel who are grouped into various control groups as explained earlier.

III. RC Compensation System.

A. Unlike reservists in any other country, the U.S. reservist must be prepared to undertake a global mission, employing extremely complex equipment. The ability to meet these requirements demands an enormous amount of time from an individual whose primary concerns must be with his family and civilian occupation. Except for those personnel who have not completed their 8-year obligation, or are exempt from mandatory participation for one of

various reasons, participation in the RC is voluntary. To ease the burden on soldiers and to provide an incentive to join, a compensation system different from the AC has been devised.

B. RC personnel receive compensation in two ways: monetary compensation and retirement points. Monetary compensation is direct reimbursement for the number of training periods or days worked depending on the type of training conducted. Retirement points are part of a complex system that allow qualifying members to draw retired pay at age 60. To receive retired pay, a member must be 60 years old, have completed at least 20 years of qualifying service, and served his last eight years of qualifying service as a member of the Reserve Component. A service member must earn a minimum of 50 retirement points (up to a maximum of 365) each retirement year to have that year credited as qualifying service. Retirement pay is computed based on the total number of retirement points earned.

C. In units, pay and retirement points are based on the number of Unit Training Assembles (UTA's) attended and attendance at annual training (AT). Normally, units are authorized 48 UTA's during Inactive Duty Training (IDT) and 15 days AT. A UTA is a scheduled training assembly at least four hours long including roll call and rests. A soldier receives one day's pay and one retirement point for each UTA successfully attended and for each day of AT. Thus a unit member receives 63 days' pay annually. He receives 48 points for IDT plus 15 points for AT plus 15 points for being a unit member for a total of 78 points. IDT retirement point credit is capped at 60 points so an individual unit member who participates in every drill and AT is credited with only 75 retirement points. Unit members may earn additional pay and retirement points by volunteering for the various numerous additional training opportunities offered.

D. Non-unit personnel in the various control groups receive compensation for performing annual training (AT) or active duty training (ADT). They receive one day's pay and one retirement point for each day of active duty performed. Those non-unit members who have an obligation to train at least 12 days a year would receive 12 days active duty, entitling them to 12 days pay and 27 retirement points (they also receive 15 points for being an RC member). These personnel must still volunteer for additional training in order to earn enough points for a qualified retirement year. Those personnel in a non-obligated training category would receive 15 points for being an RC member but would have to volunteer for all training to earn enough points for a qualifying year. Both unit and non-unit members may earn retirement points in the following manner. When the individual:

1. attends UTA/MUTA, Rescheduled Training (RST), or USARF school instruction in a nonpay status.

2. attends 2-hour unit training assembly(ies) with an RTU or IMA detachment in a nonpay status.

3. completed Army correspondence course nonresident instruction (3 credit hours equals 1 point).

4. performs Equivalent Training (ET) in lieu of UTA/MUTA or RST for pay.

5. performs ET as part of UTA/MUTA or RST for pay.

6. attends make-up assemblies for pay.

7. performs Additional Training Assemblies (ATA's).

8. attends authorized conventions, professional conferences, or appropriate trade association meetings in a nonpay status.

9. prepares or gives instruction for a training assembly.

10. performs staff and administrative duties as additional training for points only in support of TPU activities.

11. performs Civil Defense duties (AR 500-70) at a scheduled work formation in an officially designated location under active supervision of a designated Civil Defense officer.

12. performs military medical duties without pay of professional fees.

13. performs Army Medical Department (AMEDD) liaison officer duties.

14. performs military pastoral duties--counseling, ceremony, or worship service.

15. performs certain legal duties.

16. recruits new member for enlistment in TPU's and the new enlistee verifies the individual is responsible for his/her enlistment.

17. performs aerial flights or aerial preparation or trains in ground flight simulator.

18. performs service as a member of a duly authorized board.

19. administers tests required in the Enlisted Evaluation System.

20. performs duties in an attached status with ARNG or other Armed Forces components.

21. performs duties under the jurisdiction and certified by the Director, Selective Service System or a designated military representative.

22. performs duties as a member of the Military Affiliated Radio System (MARS).

23. performs duties of auditioning prospective bandsmen/women enlistees upon authorization of the Recreation Directorate, United States Army Adjutant General Center (TAGCEN) which are authenticated by the area command Staff Bands Officer for the area in which the service is performed.

24. performs other individual IDT in a nonpay training status.

25. performs liaison duties for the U.S. Military Academy (USMA).

IV. Enlisted Systems.

A. Accession.

1. There are two methods by which a soldier is accessed into the Reserve Components. They are enlisted directly for the Reserve Components or transfer from the Active Component. Enlistment from civilian life is a straightforward process. The would be soldier enlists for an Army Reserve or National Guard unit incurring an 8-year service obligation and then is programmed to attend his initial entry training (IET). He can receive his IET in one of two ways. He can attend BCT/AIT all at one time, or he can split his BCT and AIT over any time period up to two years. He cannot, however, split his BCT or his AIT into smaller segments. He must attend each as one continuous course of instruction. Instruction for initial award of an MOS must be at the Active Component school by attendance at the Active Component course. Initial entry soldiers may not attend a USARF school to obtain their MOS. He then progresses through the enlisted system, and for education purposes, enters the Enlisted Professional Development Education System. All attempts are made for the soldier to stay in the unit. However, he may become a non-unit member of the Reserve Component under a variety of circumstances (e.g., the individual moves to another location, cannot find a unit in the local area but still wishes to participate, or must participate if he has a training obligation remaining in the Reserve Component).

2. More complex are the options regarding transfer from the AC. All AC personnel who depart the active component prior to being credited with completion of eight years federal service are required to participate in the reserve. They may serve all their reserve time in a unit, or part of their time in a unit and part in the IRR. At Annex D is a table detailing the minimum obligations and various options available to them.

3. Soldiers who transfer into the reserves from the active component enter at the same rank and are given credit for the schooling completed by the time they departed the active component. For example, an E4 who departs the AC and enters the RC and who has completed PLDC, retains his rank and is eligible for BNCOC at the appropriate time. He does not have to re-attend PLDC. The same is not true, however, for a reservist (EM) going on to active duty. He does not always retain his rank. For those soldiers who enter the RC who already have an MOS and must change that MOS to fill a position in a unit, they must attend either a USARF school or an AC school to receive the training for award of this new MOS; SOJT is not an option.

B. Schooling.

1. After completion of IET selection for schooling is different for soldiers in the IRR and soldiers in units. A soldier in the IRR desiring schooling must contact his advisor at ARPERCEN. ARPERCEN will check his eligibility and then contact both AC and USARF schools and request a seat. Once a seat is identified, ARPERCEN publishes the orders and the individual attends.

2. Soldiers in units may also attend USARF schools/ARNG academies or AC schools. These courses are mandatory for soldiers in units. Specific RC configured courses both have been and are still in the process of being developed to allow soldiers to attend during IDT and AT. Enlisted soldiers in units attend these USARF school/ARNG academy courses in lieu of attendance at AT/IDT with their unit. The USARF schools, after surveying their area for requirements, announce the number of classes, seats in each class, and start dates. Soldiers apply through their chain of command for both AC schools and USARF schools/ARNG academies. AC school seats are allocated on a quota basis to CONUSA's and the state TAG's. Quotas are filled on a first come, first serve basis.

3. The first level of schooling in the RC NCOES is PLDC. The Primary Leadership Development Course (PLDC) is a leadership course for Combat Arms (CA), Combat Support (CS), and Combat Service Support (CSS) soldiers in the RC. PLDC is the entry level of the RC NCOES for skill level (SL) 2. A soldier must be an E4 or E5, and have one year retainability to attend. The course was developed by the U.S. Army Sergeants Major Academy (USASMA) and approved by TRADOC. The course is taught by USARF Schools and Academies, and may be attended by RC soldiers in one of two ways: the first is in 15 consecutive days (option 1), with the second being during 4 weekends and 8 consecutive days (option 2).

4. The focus of the course of instruction is the preparation of squad and section leaders to "Go to War." The course is a non-MOS specific leadership course, with additional emphasis on "train the trainer to train" and duties, responsibilities, and authority of NCO's.

5. The next level of schooling is the Basic Noncommissioned Officers Course (BNCOC), and is for E5's and E6's. The course consists of two phases. Phase I is a common core developed by the USASMA and approved by HQ TRADOC. It is 47 hours in length and is accomplished during IDT (Inactive Duty Training) through USARF schools and ARNG academies. Phase II consists of hands-on training in critical MOS specific tasks appropriate for the skill level being trained. This phase was developed by the TRADOC proponent school. Phase II is accomplished through a single 2-week resident phase. Both phases must be completed within one training year.

6. ANCOC is the third level of schooling, is for E6's and E7's, and is also taught in two phases. Phase I consists of a common core of subjects developed by USASMA and approved by HQ TRADOC. It is 109 hours in length and is accomplished during IDT through USARF schools and ARNG academies. Phase II is accomplished through a single 2-week resident phase. This phase consists

of hands-on training in critical MOS specific tasks appropriate for the skill level being trained.

7. The next course available, although not part of RC NCOES, is the 1SG course. The 1SG course is either taught by USARF schools/ARNG academies or by the USASMA at Ft Bliss, TX. The USARF school/ARNG academy course is 80 hours in length, conducted either during IDT or AT (not a combination of either), while the Ft Bliss course is 8 continuous weeks. Attendance is for E7's serving in a 1SG position, E7(P)'s, or E8's without ASI M, and who are selected to attend by either their branch at ARPERCEN or by their CONUSA. Also available is the Senior Noncommissioned Officers Course (SNCOC). SNCOC is taught by USARF schools and ARNG academies and uses a TRADOC approved POI. It is for E7's in an E8 or E9 position and E8's and E9's. E7's additionally need the recommendation of the MUSARC commander for USAR, and state TAG for ARNG, to attend. The course is non-MOS specific and centers primarily on developing leadership skills and is conducted during four IDT sessions. There is no AC equivalent, and this course will no longer be offered after 1 Oct 87.

8. The final level of schooling available under NCOES is the Sergeants Major Course. There are two options for completing the Sergeants Major Course: resident and nonresident. The resident course is 22 weeks long and is located at Ft Bliss, Texas, while the nonresident course consists of 485 hours of correspondence followed by a 2-week resident phase. The resident phase of the nonresident option coincides with the last two weeks of a resident course graduating annually in July. Attendance is for E8's who are selected by ARPERCEN for USAR and NGB for ARNG and who have one year retainability.

C. Promotion.

1. There are four different sets of criteria for the promotion of enlisted personnel in the RC. One set is for the IRR, the second is for USAR personnel in units, the third is for those in the AGR program, and the fourth is for personnel in the ARNG.

a. Eligibility for promotion in the IRR is based on the following criteria. To be considered, an individual must:

(1) be a satisfactory IRR participant.

(2) be assigned to the IRR for a minimum of one year.

(3) be in an active status and have earned at least 27 points in the current retirement year.

(4) be MOS qualified.

(5) be physically fit.

(6) have completed appropriate time-in-grade requirements as shown below:

For Promotion to:	Time-in-grade
E9	28 months in E8
E8	24 months in E7
E7	36 months in E6
E6	36 months in E5
E5	24 months in E4
E4	24 months in E3
E3	12 months in E2

(7) meet the following minimum civilian education requirements:

- Up to E5 - Completion of the eighth grade or equivalent.

- E6 to E9 - Have a high school diploma or GED equivalent.

(8) Promotion up to pay grade E5 is accomplished administratively based solely on the above criteria. Promotion to E6 and E7 is accomplished through a DA selection board convened at ARPERCEN. Promotion is made without regard to IMA vacancies. Promotion to E8 and E9 is also accomplished through a DA selection board. Personnel recommended for promotion are placed on a promotion list and are promoted as IMA position vacancies occur.

b. Promotion in USAR units is based on individual qualifications and on unit cumulative vacancies. Cumulative vacancies are computed by subtracting the assigned strength, by pay grade, from the authorized strength. Starting with pay grade E8, add or subtract the cumulative vacancies in the next higher grade to the total in each column. For example,

	E9	E8	E7	E6	E5	E4		TOTAL
Authorized	1	2	15	24	90	170	=	302
Assigned	1	1	10	20	77	188	=	297
Vacancies	0	1	5	4	13	-18		
		0	1	6	10	23		
Cumulative Vacancies	0	1	6	10	23	5	=	45

This means that a commander may promote, for example, 23 E4's to E5 and 10 E5's to E6.

(1) Eligibility for promotion is based on the following criteria. A soldier must:

- be a member of the Ready Reserve.

- be recommended by his/her commander.

- be assigned to an existing duty position of a higher grade (promotion to E3 and E4 only).

- be MOS qualified in the MOS for which he/she is being considered.

- have the required time-in-grade and time-in-service as shown below:

For Promotion To:	Time-in-grade	Time-in-service
E9	28 months as E8	18 years
E8	24 months as E7	15 years
E7	21 months as E6	NA
E6	15 months as E5	NA
E5	12 months as E4	NA
E4	9 months as E3	NA
E3	4 months as E2	NA

- have the following civilian education:

o Completion of the eighth grade for promotion to E4.

o Be a graduate of high school or have a GED equivalent for promotion to E5 through E9.

- have completed the NCOES course at the appropriate skill level for the current grade.

(2) Promotions may be made provided the unit does not exceed the cumulative vacancies for that position. Selection for promotion to E5 through E9 is accomplished through a promotion board. E5 and E6 promotion boards are convened by organizations authorized lieutenant colonels as commanders. E7 through E9 promotion boards are convened by ARCOM/separate GOCOM commanders.

c. Promotion criteria in the AGR vary with the grade being considered. For promotion to E4, a soldier must have 9 months time-in-grade as an E3, 15 months time-in-service, and completed a minimum of 3 continuous months on AGR status by the effective date of promotion.

(1) Promotion to E5 requires 8 months time-in-grade as an E4, 15 months time-in-service, and completion of a minimum of 6 continuous months on AGR status. A soldier must also be recommended by his commander. In addition to the above, a soldier must:

- be MOS qualified in the MOS in which they are recommended for promotion.

- be physically fit and meet the Army weight standard.

- have completed the eighth grade or GED equivalent.

Finally, a vacancy must exist.

(2) Promotion to E6 through E9 is a centralized process. Eligibility is based on date of rank (DOR) and promotion criteria announced by HQDA. General criteria are as follows: A soldier must:

- Meet the announced TIG and TIS requirements.

- Have 8 and 10 years for consideration to E8 and E9, respectively, of cumulative enlisted service.

- Have completed 12 months in an AGR status by the zone cutoff date.

- Be serving in an AGR status on the adjourning date of the board.

- Have a high school diploma or GED equivalent.

- Have a security clearance required by the MOS at the time of promotion (E6, E7).

- Have a favorable National Agency Check (NAC) at the time of promotion (E8, E9).

d. Promotion in the National Guard is based on individual qualifications and unit vacancies.

(1) General eligibility criteria are as follows. The soldier must:

- be in the active ARNG.

- be assigned to a federally recognized unit position.

- be recommended by the unit commander.

- be serving in the pay grade below the one he is being considered for.

- be MOS qualified.

- meet Army height and weight standards.

- meet the TIG, TIS, and educational requirements as shown below:

For Promotion To:	Time in Grade	Time in Service	Military Education
E9	28 months E8	18 years	USASMA Course or RC SNCOC
E8	24 months E7	15 years	AC ANCOC or RC SNCOC
E7	21 months E6		AC BNCOC or RC ANCOC
E6	15 months E5		AC or RC PLDC
E5	12 months E4		
E4	9 months E3		
E3	4 months E2		

(2) Promotion from E1 to E2 is accomplished administratively after six months of service from entry on IADT, unless prevented by the commander. Promotions to E3 and E4 are made for fully qualified soldiers without regard

to position vacancy. Soldiers promoted to E5 and E6 must meet all the above requirements and:

- be recommended by a selection board convened by commanders of organizations authorized a commander in the grade of lieutenant colonel.

- have completed the ninth grade.

- be promoted into a position vacancy or currently be filling an authorized position at the higher grade.

(3) Selection boards for promotion to E7, E8, and E9 are convened by the state AG. Promotion to E7 in addition to the above criteria also requires a high school diploma. In addition to all the aforementioned requirements, promotion to E8 and E9 requires a final secret security clearance.

D. Reenlistment/Retention.

1. Reenlistment.

a. Soldiers in the USAR and ARNG may immediately reenlist, after serving their initial obligation, for a period of 3, 4, 5, or 6 years. Numerous special rules apply to personnel who desire to reenlist prior to the completion of their initial 8-year obligation.

b. Additionally, the ARNG has a special program, "Try One in the Guard," which is for prior service personnel in any Armed Force including other Reserve Components. Applicants enlist for one year, with E5 and below being reenlisted without regard to position vacancy and E6/E7 being reenlisted if fully qualified for a vacant unit position.

2. Retention.

a. USAR enlisted soldiers in other than TPU's are retained unless:

(1) they retire.

(2) they fail to reenlist.

(3) they reach the maximum age of 60.

(4) they refuse assignment to a USAR unit or IMA position.

(5) they are separated from the USAR.

(6) they are medically unfit.

b. USAR soldiers assigned to TPU's who have 20 or more years of qualifying service for retired pay at age 60 are retained or removed as shown in the table below:

	21 years	25 years	27 years	30 years	32 years	35 years
E6 and below	x[1]	x[2]				
E7			x[1]	x[3]		
E8			x[1]	x[1]	x[3]	
E9			x[1]	x[1]		x[4]

[1]Separated from TPU unless retained by board.
[2]Separated from TPU unless advanced to or pending promotion to E7.
[3]Separated from TPU unless advanced to or pending promotion to next grade.
[4]Separated from TPU.

c. Soldiers in the ARNG are retained until they have 20 years of qualifying service for retired pay at age 60. Subsequent to that, their records are examined biennially by a qualitative retention board and are either retained or retired.

V. Warrant Officer System.

A. Accession.

1. There are three ways the RC obtains warrant officers: transfer from the AC, appointment from within the RC, and direct appointment of prior service warrant or commissioned officers subject to MOS proponent technical certification. Transfer from the AC is accomplished simply and without loss of time in service or skill qualification. Appointment from within the USAR is a 3-step or "triple check" process requiring: (1) selection by a centralized board, (2) successful completion of the Warrant Officer Entry Course (WOEC), and (3) MOS qualification/proponent technical certification (WOTCC).

2. WO's incur the same mandatory 8-year obligation as do all other members of the Reserve Component. They can complete this obligation in either a unit or as a member of the IRR. As the majority of applicants are enlisted personnel, the mandatory service obligation is usually completed prior to their appointment as WO's. Thus, they usually serve in a voluntary capacity.

B. Schooling.

1. After WOEC and WOTCC, there are two additional schools in the Warrant Officer Education System (WOES), the Warrant Officer Advance Course (WOAC) and the Warrant Officer Senior Course (WOSC). These two schools can be completed either through a resident course or through a nonresident course.

2. To attend the resident WOAC, a warrant officer must apply to obtain a seat through his PMO at ARPERCEN or for ARNG and USAR TPU members, through his unit. The individual may also complete it through the Army correspondence course offered by the US Army Institute of Professional Development (IPD). The WOAC consists of three training modules: (1) an MOS-immaterial common core module; (2) a proponent MOS module; and (3) a MOS-specific module, when necessary, to update technical skills. WOAC is for CW2's between their third and ninth year of service as a warrant officer. WOAC is not a prerequisite for attendance at WOSC.

3. WOSC is the final level of formal schooling for WO's. For USAR WO's, selection to attend either the resident course or to enroll in the nonresident course is made by a HQDA selection board. ARNG WO's have a mandatory requirement to attend WOSC as a prerequisite for promotion to CW4; selection by a board is not required. WO's are eligible after their eighth year of service. WOSC is a branch immaterial course designed to equip them to be effective staff officers and monitors of commandwide or worldwide programs within the scope of their specialty. The resident school is located at Ft Rucker, Alabama. The nonresident version is offered by the U.S. Army Institute of Professional Development at Newport News, Virginia, and contains approximately 401 credit hours of instruction.

C. Promotion.

1. WO's are promoted much like commissioned officers (see next section). Selection for WO promotion for USAR is by a WO's promotion board convened by HQDA. To be eligible for selection, a WO must be on active status and meet the following time-in-grade requirements:

From	To	TIG (years)
WO1	CW2	3
CW2	CW3	6
CW3	CW4	6

There are no mandatory educational requirements for promotion, except as noted above.

2. ARNG WO's are promoted under a unit vacancy system. To be promoted, a vacancy must exist and the warrant officer must:

a. be in an active status.

b. be medically fit.

c. have completed the following minimum years of promotion, service, and education requirements:

From	To	Minimum Years of Promotion Service in Lower Grade	Education
WO1	CW2	3	Entry level training.
CW2	CW3	3	WOAC or equivalent.
CW3	CW4	6	WOSC or equivalent.

D. Retention.

WO's are retained unless they:

1. retire.

2. reach the maximum age of 62.

3. have completed 20 years of service or age 53.

4. fail to qualify for promotion to CW2.

5. are twice nonselected for promotion to CW3 or CW4.

6. are medically unfit.

7. refuse to accept an assignment.

VI. Officer System.

A. Accession.

1. There are four basic ways an officer can enter the Reserve Components. They are: directly from ROTC, OCS, obtain a direct commission, or transfer from the Active Component. At Annex E is a table that shows source of commission, obligation, and participation in the reserve requirements. This table shows the minimum service requirements. Officers may, for example, spend more time in units and less in the control groups.

2. Officers who transfer from the Active Component enter the RC at the same rank and are credited with the schooling they have completed upon exit from active duty. A captain who has completed his OAC (Officer Advance Course) and enters the reserves is eligible at the appropriate time for CAS^3 and CGSC.

B. Officer Schooling.

1. The preferred method for obtaining a military education at all levels is attendance at the appropriate resident course. RC officers are encouraged to apply for resident schooling whenever possible. Applications for resident schooling are handled through ARPERCEN for USAR officers and state TAG's for ARNG officers. Due to the length of many courses, a Reserve Component version is sometimes available. The Reserve Component version contains all the critical instruction of the full course, but is condensed into a shorter time frame.

2. USARF schools offer advance courses, CAS^3 (one USARF school per CONUSA), and CGSC to RC officers. The vast network of locations offers the RC officer an excellent opportunity to complete his required military education. To attend, qualified individuals may apply at the appropriate USARF school in his area.

3. Officers who enter the RC upon commissioning, except for direct appointment AMEDD personnel who are exempt, are required to attend the officer basic course in a resident status. There are no USARF schools or correspondence course options. For five branches, AR, IN, FA, SC, and EN, there are 8-week long configured courses. These courses may also have up to 50 hours of correspondence work as a pre-phase to the 8-week residence and up to 120 hours of follow-on correspondence work. For all other branches, the officer must attend the same course as his AC counterpart. RC officers have up to three years after commissioning, or graduation from college for SMP members, to complete OBC. OBC is a MOS-specific course taught at the appropriate TRADOC branch school. Successful completion is a requirement for promotion to captain.

4. The next level of schooling offered is the Officer Advanced Course (OAC). OAC is an MOS-specific course designed to prepare captains for command. The only requirement for attendance is successful completion of OBC. There are three ways for an RC officer to complete OAC. He can attend the resident AC course; attend a shorter 12-week course for RC officers in the following branches--AR, FA, IN, and SC--taught at the proponent school; or attend a USARF school which breaks down the OAC instruction into one IDT phase (112 hours) or correspondence phase (150 hours), one strictly correspondence phase (120 hours), and two AT phases of two weeks each. The IDT phase is common core subjects, while the AT phases are MOS-specific and normally taught by USARF Schools at TRADOC proponent locations. Completion of OAC is required for promotion to major.

5. CAS^3 is the next level of schooling available but not required. There are two options available for an officer to complete CAS^3. One option is to attend the AC course. The second is to complete a pilot RC CAS^3 program currently being conducted by one USARF school in each CONUSA. Phase I, the correspondence course phase (140 hours), is the same as in the AC. Phase II is conducted in three increments: 2 weeks resident, 6 weekends ADT, and 2 weeks resident. CAS^3 is encouraged for all RC officers.

6. To attend CGSC, the next level of required schooling, one must be a captain with no less than seven years time in service (TIS), and no more than 18, and an OAC graduate. There are four ways to complete CGSC: attend the regular course, attend the shorter, 4-month, RC resident course (selection by a DA board is a criteria for either resident option), attend the USARF school course, or enroll in the correspondence course. The officer may complete the entire CGSC by attending a USARF school or complete it entirely by correspondence course or combine the two into many different options where a phase of the instruction is done at a USARF school and a phase is completed by correspondence. Successful completion of at least 50 percent of CGSC is required for promotion to lieutenant colonel. Upon promotion to lieutenant colonel, an RC officer has three years to complete the course. Completion of 100 percent of CGSC is required for promotion to colonel.

7. Unlike enlisted soldiers, for all courses that have IDT phases, officers attend these phases in a points only, nonpaid status, and in addition to their IDT, with their unit. The 2-week AT or ADT phases can be done in

lieu of AT with their unit with approval of the brigade/battalion/unit commander. It is usually an additional 2-week training period.

8. The final level of schooling is the Army War College or equivalent. To be eligible for selection, officers must apply for consideration and be a lieutenant colonel or colonel, have completed CGSC or its equivalent, and have two years retainability.

C. Promotion.

1. There are two ways a RC officer can be promoted: he can fill a unit vacancy or he can be considered by a mandatory promotion board. The mandatory promotion system for the USAR and ARNG is the same. Selection for mandatory promotion is centralized at HQDA and is accomplished through selection boards (except for mandatory promotion to 02, which is accomplished administratively). General eligibility requirements for mandatory promotion are as follows: an officer must be in an Active Reserve status and have the following time-in-grade, time-in-service, and education requirements:

From	To	TIG	Years of Commissioned Service	Education
2LT	1LT	3		Resident OBC
1LT	CPT	4	6	Resident OBC
CPT	MAJ	7	12	OAC
MAJ	LTC	7	17	50 percent CGSC
LTC	COL	announced annually		CGSC

ARNG officers who are selected by a mandatory promotion board must fill an ARNG vacancy to be promoted or, if one is not available, decline the promotion or transfer to the USAR and be promoted.

2. USAR officers assigned to TPU's may be promoted through a unit vacancy method. This method is authorized when:

a. the Commander, ARPERCEN, notifies the TPU commander that no qualified members of the IRR are geographically available.

b. the TPU commander received CONUSA approval of his nonselection of available IRR officers.

3. All unit officers in the next lower grade who meet the following requirements are sent to the appropriate area commander:

a. have completed the necessary promotion service prescribed for promotion to the next higher duty by the convening date of the next board.

Promotion From	To	Minimum Service Years in Lower Grade	Education
2LT	1LT	3	
1LT	CPT	2	Basic Course or equivalent
CPT	MAJ	4	Advance Course or equivalent
MAJ	LTC	4	50% of CGSC or equivalent
LTC	COL	3	Completion of CGSC or equivalent

b. are assigned to the unit whose commander is authorized to send nominations directly to the area commander.

c. is geographically available to serve in the position for which considered.

d. is of the proper branch.

e. the unit vacancy is in the next higher grade.

ARNG officers are also promoted through a unit vacancy system. To be eligible, a vacancy must exist and an officer must:

f. be in an active status.

g. meet height and weight standards.

h. have completed the same time in service and education requirements as for USAR unit vacancy promotions (See above).

Once promoted, the officer must apply for federal recognition. This is accomplished through a federal recognition board held in each state. The board consists of three commissioned officers, Active Army, and ARNG, who reviews the applicant's record and determines whether or not the applicant meets federal recognition requirements.

D. Retention.

RC officers are retained unless they:

1. retire.

2. reach the maximum age of 60.

3. have completed 30 years' service or age 55, whichever comes first (colonels only).

4. have completed 28 years' service or age 53, whichever comes first (lieutenant colonels and below).

5. are twice nonselected for promotion to captain, major, or lieutenant colonel.

6. fail to meet the following military education requirements.

a. complete the basic course within 36 months after commissioning.

b. complete CGSC within 3 years of promotion to lieutenant colonel.

7. refuse an assignment (USAR only).

8. are medically unfit.

9. lose their federal recognition (ARNG only).

10. lose their professional license, their ecclesiastical endorsement, or are disbarred.

E. Reserve Officer Personnel Management Act.

1. On 11 Dec 85, the Reserve Officer Personnel Management Act (ROPMA) was forwarded by the Office of Management and Budget (OMB) to Congress. It was introduced as H.R. 4167 on 18 Feb 86. As proposed, ROPMA will revise the laws which govern the appointment, promotion, separation, and retirement of Reserve commissioned officers not serving on the active duty list (ADL).

2. The objective of ROPMA is to establish an improved personnel management system for RC officers.

3. Major provisions of ROPMA include:

a. Creating a Reserve Active Status List (RASL). This list, including all active ARNG and USAR officers not on the ADL, will be used to determine eligibility for promotion consideration or separation based on years of service.

b. Modifying RC officer promotion criteria and selection procedures. These changes include:

(1) Making selections on a "best-qualified" basis.

(2) Establishing "zones of consideration" based on actual or anticipated requirements.

(3) Authorizing "below the zone" selections.

c. Providing for continuation boards. These boards would consider for retention officers who are pending separation after twice failing to be selected for promotion.

d. Granting authority to convene selective early retirement boards. These boards would be empowered to consider RC officers in designated grades for early retirement, reassignment to an inactive status, or discharge.

e. Authorizing special selection boards. These boards would be convened as required to consider officers for promotion who were erroneously omitted from the zone of consideration or whose nonselection may have been the result of a material error in their records.

f. Providing permanent authority to promote AGR officers. Current authority (10 USC 3380) will expire 30 Sep 87.

4. In the event ROPMA is not acted upon this session, the Army has recommended that three separate provisions of ROPMA be identified for priority consideration during this legislative session.

a. Special selection boards.

b. Continuation boards.

c. Permanent AGR promotion authority.

VII. Individual Training Programs.

A. In addition to the required training, there are a myriad of additional training opportunities available to members of the Reserve Components (in TPU's, ARNG units, and members of the IRR) to either upgrade individual skills, teach new skills, or sustain existing skills. Among the types of individual training opportunities available are training in both AC and RC schools, training with AC units, and participation in JRX's, CPX's, and FTX's.

B. Reserve personnel attend these types of training in one of the following statuses:

1. Annual Training (AT) - This is training for personnel who are Individual Mobilization Augmentees that prepares them for their mobilization assignment and for members of the IRR in control group AT. (See para E.) TPU members may also participate in this status as individuals.

2. Active Duty for Training (ADT) - Full time training for RC personnel sponsored by an Active Component or USAR unit, training center, school, or activity.

3. Full Time Training Duty (FTTD) - Full time training for ARNG members sponsored by a unit, training center, school, or other activity under the jurisdiction of the ARNG of a state, territory, or the NGB.

4. Special Active Duty Training (SADT) - Special training tours for RC members to complete projects vital to ARNG and USAR programs.

C. These opportunities are available to all qualified RC personnel. Most training is done on a quota and funds availability basis. Specific training opportunities, other than for schools, are identified by commanders for unit members (both ARNG and USAR) and by ARPERCEN for IRR personnel. For

schools, requirements, prerequisites, and class schedules are contained in the various AR's, catalogs, and pamphlets. Quotas are allocated to USAR and ARNG units and to ARPERCEN for the IRR. For unit personnel, the commander's approval is required if the training conflicts with regularly scheduled unit training. For IRR soldiers, as all training is voluntary except for members of control group AT who may be ordered to attend annual training, soldiers request these individual training opportunities through the ARPERCEN or ARPERCEN identifies a training opportunity and notifies the qualified individual asking them if they wish to participate.

D. Tour lengths under these programs are limited up to 179 days without prior approval from HQDA. Orders are issued from the following HQ's, within funds availability, for the following personnel.

1. MUSARC Commanders - all USAR personnel in TPU's.

2. State AG's - All ARNG personnel.

3. ARPERCEN - All IRR personnel.

4. Subordinate commanders specifically delegated authority by the commanders listed above.

E. IMA Program.

1. This is a special individual program for soldiers who are not members of RC units, but wish to have a recurring training opportunity with the same organization. The IMA program provides for rapid expansion of active component units that depend on augmentation to perform their wartime mission. An IMA position must:

a. Require the assignment of a military member.

b. Be an authorized MOBTDA or MTOE which is not designated for fill by wartime crossleveling.

c. Be in an active component organization that provides peacetime training in the wartime duties of the position.

The organization provides or arranges for a training plan, training supervision, efficiency reports, administration, personnel services, and organizational clothing and equipment. The principal source of candidates for IMA positions is the IRR. Members of the IRR may be selected by the Commander, ARPERCEN, for assignment to an IMA position provided the member possesses the potential to acquire the skills for the necessary security clearance required by the MOBTDA or MTOE.

2. Service members who have been requested by gaining organizations will be assigned by Commander, ARPERCEN. An officer or warrant officer to be considered for an IMA position must be in the Ready Reserve. The officer must not be a key employee in his or her civilian occupation.

3. Enlisted individuals should not hold key employee positions in their civilian occupation. Officers and enlisted personnel should possess the required MOS/SSI. Officers should hold the same grade or not be more than one grade higher or two grades lower than the grade authorized. Enlisted personnel should hold the same grade or not be more than two grades lower than the grade authorized.

VIII. Unit Training.

A. The training programs of the Army National Guard and the Army Reserve are prescribed by the Department of the Army. The same standards of training are expected and required of ARNG/USAR units as that of their counterparts in the Active Army.

B. Army National Guard and Army Reserve units are normally authorized 48 Unit Training Assemblies (UTA's) during Inactive Duty Training (IDT) and a 2-week (15 days for ARNG and 14 days for USAR) annual training (AT) period during the training year, which starts on 1 October and terminates on 30 September of the following year. A UTA is a minimum of four hours of training for the entire unit. Consecutive UTA's are called Multiple Unit Training Assemblies (MUTA) and no more than two UTA's can be scheduled in one calendar day. The trend for units is to conduct four consecutive UTA's (MUTA-4) over a weekend which equates to one weekend per month available during IDT for the RC.

C. For planning and organizing his units' training program, the commander uses primarily two major aids in his decision making process: his Mission Essential Task List (METL) and guidance received from higher headquarters. The METL is the primary tool commanders use to identify, prioritize and plan training. The METL identifies mission essential tasks at each level (e.g., battalion, company, platoon, squad, and section). Ideally, this document determines future requirements for training and training support. Based on the unit's wartime mission, the METL is developed by the commander. FORSCOM Pam 135-3 provides the best definition, "Given the mission, and following the guidance from your chain of command, you must select from the ARTEP for your unit those tasks which your unit must be able to do to perform this mission." The METL forms the basis for the annual training plan. The METL is updated to reflect training tasks which are achieved and priorities changed to reflect current unit status.

D. Within the RC, some units are designated so that they have a wartime headquarters as well as a peacetime headquarters. The program these units fall under is called CAPSTONE. CAPSTONE guidance is received in a different manner than other guidance. All CAPSTONE guidance originates with the wartime gaining commander. CAPSTONE HQ's provide training and planning guidance direct to the unit in the form of a mission letter. The mission letter is tailored to the unique requirements of the subordinate unit. A copy of this letter is sent to the appropriate CONUSA. However, any activity planned or proposed by the CAPSTONE chain of command which obligates resources must be routed through the peacetime chain for approval and necessary resourcing.

E. In addition to the CAPSTONE guidance, the unit commander receives guidance from his higher peacetime headquarters on a regular basis. Training guidance to include training goals and objectives is issued by the TAG for ARNG units and by the FORSCOM for USAR units. From the TAG, the training guidance goes to the units. For USAR units, FORSCOM sends guidance to the CONUSA, who in turn send it to their subordinate MUSARC's, and from the MUSARC to the units. At each level, the commander adds his guidance to the training guidance received and through this process general concepts and goals become specific tasks and instructions. Commanders below TAG and MUSARC level and above battalion will publish annually their training guidance and a 2-year training calendar. This aids subordinate commanders in preparing their yearly training plan (YTP).

F. Upon receipt of higher headquarters' guidance, battalions will develop their YTP prior to 1 October. The YTP, at a minimum, will identify:

1. yearly training calendar.

2. specific goals and objectives to include selected mission essential tasks for each subordinate unit.

3. training activities, exercises, and evaluation.

4. resource allocation and external assistance and support.

G. From this guidance, the Company-level commander will prepare:

1. METL.

2. a company YTP.

3. monthly training schedules 90 days in advance. Monthly training schedules include the individual and collective tasks (specific training objectives) to be trained and evaluated, dates and starting times, training locations, duty positions responsible for training, uniform and special equipment requirements, and elements/individuals expected to receive the training.

4. monthly unit training meetings. Training meetings are conducted monthly to review training accomplishments, identify required resources, assign responsibilities for future training, and modify training calendars as necessary.

H. Categories of Unit Training.

1. Inactive Duty Training.

a. Inactive Duty Training (IDT) in the form of UTA's/MUTA's has a specific focus to mission related training to include:

(1) Military Occupational Specialty Qualification (MOSQ), Common Task Training (CTT), and professional development training.

(2) Individual and crew served weapons qualification, including tank crews.

(3) Intensive leader training, with emphasis on simulation and TEWT which address the application of principles to specific terrain.

(4) Collective training at squad and platoon level--basic drills, MILES, and live-fire exercises, with the goal of achieving TF/Company level proficiency.

(5) CS/CSS missions and sustainment training.

(6) Situational Drills.

Considering the limited amount of time, emphasis is placed on using time effectively and eliminating training distractors. As a guide, the travel time of the unit to a training area should not exceed 25 percent of the total scheduled hours of a planned UTA or MUTA.

b. The system for scheduling areas for weekend IDT's, when not conducted at the unit's armory/center, is decentralized to unit and installation levels. Each installation works out the arrangements for supporting weekend training requests. The basic philosophy behind RC training is centralized planning control and decentralized execution. This leaves the flexibility and decision making with the lowest level commanders. The specifics of "how to" train his unit are found in the FM-25 series manuals.

2. Annual Training.

a. Annual Training (AT) consists of mission essential training conducted at the training site, excluding travel time, parades and/or ceremonies, issue and turn-in of equipment, and payment of troops. Annual training provides the commander the best opportunity to conduct prolonged mission training, evaluate unit's progress, and refine the unit's training program for the next year. Priority during AT will be given to collective training. The focus will be on tactical training involving the combined arms team, mastery of the missions/tasks selected from the METL, and the refinement/standardization of the team and unit's skills required to successfully accomplish the wartime mission. During AT, the unit will usually be evaluated by AC personnel. The written evaluation is a 1-R or 2-R report. A copy goes to the unit and next higher headquarters. This 1-R or 2-R report then becomes another tool for the commander to set his training priorities. As much as possible, the RC commander will maintain the momentum of the training. Training should be realistic and in an extended duration in a tactical field environment. Administrative tasks will be held for off-duty time. Annual Training may additionally be used to send individual soldiers to USARF schools for MOS training.

b. Annual Training is normally conducted at a major active Army installation or major USAR/ARNG installation. The system for scheduling annual training consists of units submitting their requests for certain sites up through the chain of command for both USAR and ARNG units. Once approved by the chain, the requests are forwarded to the CONUSA. The CONUSA then coordinates all requests with installations within their area of responsibility. This coordination is followed up with a formal planning conference hosted by the CONUSA and attended by representatives from each involved installation. The purpose of this conference is to finalize all AT locations and dates. Units request sites based upon training needs, habitual relationships, mobilization locations, and CAPSTONE requirements. Most conflicts are resolved prior to the conference. Conflicts are resolved on a case by case basis.

3. Overseas Deployment Training.

a. An exceptional opportunity for selected RC units for collective training is the Overseas Deployment Training Program (ODT). The ODT program authorizes units of the ARNG and USAR to deploy overseas to their CAPSTONE gaining unit for training exercises of up to 26 days. ODT strengthens CAPSTONE associations and provides units the opportunity to conduct wartime mission planning and training in their overseas theatre of operations. Moreover, they test mobilization and deployment plans, and reception planning and training.

b. Eligibility for the ODT program is determined by:

(1) Units identified on the Time-Phase Force Deployment List (TPFDL) supporting a theatre contingency plan.

(2) CAPSTONE alignment.

(3) CAPSTONE training priorities.

c. The selection of units is planned years in advanced. Overseas commands submit an annual update to HQ FORSCOM on the 5-year ODT plan, providing specific dates for requested units. FORSCOM/NGB reviews the submissions for eligibility criteria. FORSCOM then seeks concurrence from Chief Army Reserve (CAR) and the CONUSA. The NGB seeks concurrence from the states. The program has received many positive comments and in FY 85, 1200 unit cells participated in this program.

IX. Full-Time Assistance to RC.

A. A number of programs has been established for full-time assistance to the Reserve Component. The programs include the Full-time Support Program, Readiness Groups, CAPSTONE, and Directed Training Associations. Additionally, the AC schools provide assistance to the USARF schools and ARNG academies.

B. Full-time support (FTS) is an umbrella term used to describe the total full-time personnel support given to the Reserve Component mission. The elements of FTS are:

1. Full-time Unit Support (FTUS). This program provides full-time personnel to RC units. FTUS is found at MUSARC and below for USAR units and below state TAG for ARNG units. This program has been adopted by the Army to increase the unit readiness in Army National Guard and Army reserve units. The FTUS program provides the ARNG and USAR with full-time personnel needed in peacetime to support ARNG and USAR manpower requirements determined by mission, organization, equipment, and readiness objectives. This program encompasses Active Army, Active Guard/Reserve (AGR), military technicians, and civilian personnel serving on a full-time basis for the purpose of organization, administering, recruiting, instructing, or training the ARNG and USAR.

2. Full-time Manning (FTM). A subprogram of FTUS which provides full-time military personnel (AC and AGR) to RC units. Under this program, AC soldiers and AGR personnel serve full time in RC units to improve training, mobilization planning, supply, maintenance, and other readiness-related areas. Active Component soldiers in this program are not advisors, but unit workers. They will deploy with the Guard or Reserve unit to which they are assigned. They are rated by the RC unit to which they are assigned and are rated without regard to component. The normal tour of duty is three years.

3. Military Technician (MT). Military technicians are required to maintain "dual status" as a condition of their employment and to serve in three ways:

a. to provide, in their civilian capacity, the daily management, planning, maintenance, training, and other support required by their units to attain and maintain mobilization readiness.

b. to participate in the military training activities of their units through assignment as soldiers to related military positions in their units.

c. to enter on active duty with their units upon mobilization.

C. Goals for the Army FTS Program through FY 1990 call for a steady increase in FTS personnel until approximately 16 percent of the ARNG Selected Reserve end strength and 11 percent of the USAR Selected Reserve end strength is achieved.

D. The Army has assigned AC personnel to advise full-time, specific RC units on all aspects of unit operation. These AC personnel are called dedicated advisors. Brigade-level units, divisions, separate GOCOM's, ARCOM's, and State headquarters have dedicated advisors; however, some selected battalion-size units, by virtue of their unique nature, mobilization priority, or geographical isolation, continue to have battalion advisors assigned.

E. In addition to the AC personnel assigned to advise specific units, there are organizations that assist units on a regional basis. These organizations are called Readiness Groups. Readiness Groups (RG's) are

established as subordinate elements of each of the CONUSA. Each RG consists of a commander, administrative and clerical assistants, branch teams, special-purpose teams staffed with officers of several branches, Maintenance Assistance and Instruction Teams (MAIT), and administration teams.

1. The readiness group's functions are summarized as follows:

a. Providing branch and functional team assistance.

b. Assist in establishing and achieving appropriate training objectives.

c. Analyze the readiness status of units on a continual basis.

d. Reporting reasons and recommending action for units that cannot attain premobilization training objectives.

e. Assisting in securing training facilities, transportation, and other training assistance.

f. Providing guidance and assistance in ammunition forecasting.

g. Directing, supervising, and administering the MAIT program.

h. Employing administrative specialists to provide advice, assistance, and instruction as necessary.

i. Maintaining liaison and conducting visits to senior ARNG and USAR commands.

2. Each branch team within the Readiness Group consist of officers and enlisted men whose purpose is to assist in the training of ARNG and USAR units of like branch within the RG geographical boundary. Personnel are assigned to branch teams on a ratio of approximately one branch specialist per RC battalion equivalent located within the RG geographical area. Accordingly, the personnel of these branch teams provide the skills the units need to accomplish their mission. These teams provide the expertise to deal with all the units of various branches found within the readiness group's area of responsibility.

3. Functional teams provide assistance in administration, maintenance, logistics, mobilization and other similar areas. These small functional teams of three or four members each are organized on a ratio of one team to each five or six RC battalion equivalents in the region. They assist the RC in establishing, achieving, and sustaining appropriate readiness.

F. CAPSTONE.

1. The most significant Active Component/Reserve Component interface program is the CAPSTONE program. This program established an organizational structure for managing the Total Force. Active and Reserve Component units

are organized into combat packages to fill requirements for contingencies. These combat force packages are arranged in the most efficient way from among AC, USAR, and ARNG units. Initially only a program to designate RC units to wartime headquarters, the CAPSTONE program was expanded to serve as the framework for other existing assistance programs and to include RC units that would operate the CONUS sustaining base. Units may be assigned to more than one wartime gaining command. Units slated for more than one theatre are assigned a priority theater and directed to focusing training on that contingency.

2. While Department of the Army DCSOPS has overall responsibility for CAPSTONE programs and the directed training associations that fall under it, DCSOPS is not directly responsible for each program. Of the training associations, DCSOPS is responsible for the Roundout, Roundup, and Mutual Support Programs. FORSCOM has responsibility for the other training associations which are the Affiliation, Partnership, CORTRAIN, and Counterpart Programs.

a. Affiliation: The Affiliation Program was conceived to improve the mobilization and deployment readiness of high priority RC units and provide added combat power earlier in the execution of contingency plans. Improved readiness is achieved by identifying ARNG and USAR units for peacetime association with the corresponding type and size AC units. The AC provides training assistance, supervision, and equipment support to the affiliated RC units for peacetime training.

b. Roundout: AC divisions may be organized with fewer units than the number required in "standard" configuration (e.g., a division with only 2 of 3 active brigades). RC units are assigned to bring the AC units to full strength. RC units designated as "roundout" will be assigned a priority for allocation of resources equal to that of their AC sponsor units. RC units in this program are scheduled to deploy with their AC sponsors or as soon as possible thereafter.

c. Augmentation (also known as Roundup): These are RC units assigned to AC divisions already at full strength and thereby augment them with increased combat power. ARNG and USAR brigades, battalions, or companies having direct wartime organization relationships with their AC sponsor are added to the AC divisions or brigades. They are scheduled to deploy with or after their AC sponsors.

d. Partnership: This program establishes a formal mutual support training relationships between major RC and AC units. This program links 8 divisions and 24 combat brigades of the ARNG and USAR with an active Army division or brigade for mutual support during peacetime training. These partnerships are established considering geographical proximity, similar type units, and wartime missions.

e. Corps/Division Training Coordination Program (CORTRAIN): This program aligns AC and RC divisions, brigades, and regiments under CONUS based corps headquarters for the purpose of conducting corps exercises (usually CPX)

to give command and staff elements experience in working as part of an operational corps.

f. Counterpart Program: This program applies specifically to attack helicopter companies and troops in the ARNG. FORSCOM designates an appropriate AC unit to sponsor and provide year-round training assistance to its ARNG counterpart. This relationship is a subset of the Partnership Program.

g. Mutual Support Program (AR 11-22). The Mutual Support Program is an unstructured working relationship between AC, USAR, and ARNG which capitalizes on any available resources to provide any manner of mutual support. The program is designed to improve mission capability and readiness, but is unfunded and only encourages AC and RC units to share resources.

G. Schools and Academies.

1. The USARF Schools and ARNG Academies are a system of schools, each independent of one another that provides needed training to the soldiers of the RC. Although the USARF school system is independent of ARNG Academies, many state TAG's are now working with the USAR to train soldiers in needed skills. Some courses are being taught by both, and they are working to eliminate these redundancies.

2. National Guard Academies teach leadership courses such as the NCOES course, i.e., PLDC, BNCOC, ANCOC, and SNCOC. USARF schools teach these courses as well as entry level MOS classes, NBC, Warrant Officer, and Officers Courses such as the Advanced Course, CAS^3, and CGSC.

3. In the USAR, there are a total of 90 USARF schools (Annex F). These schools are subordinate to their regional MUSARC and CONUSA. In addition there are planned 6 regional academies. USARF schools are manned based on the number of courses to be taught that fiscal year and therefore have no consistent TDA.

4. In the National Guard, each state TAG has a NG Academy subordinate to it. Additionally there are seven regional academies. All NG academies report to the NG Bureau. Both ARNG and USARF schools receive their POI guidance from TRADOC and POI's must be TRADOC/FORSCOM approved. However, USARF schools can develop a POI for a course that does not have an established POI for the purpose of meeting a request, provided a qualified instructor and a required student load exists. Additionally, each unit commander has the prerogative to increase the hours on the POI for a certain need not covered in the core POI.

X. Mobilization.

A. Rapid expansion or commitment of American military forces to meet major national military strategy requirements will require employment of RC units. Therefore, RC unit readiness to perform wartime mission and the ability to rapidly and efficiently mobilize are of vital importance to our nation.

B. Mobilization is the act of preparing for war or other emergencies through the assembling and organizing of the Armed Forces and/or national resources. This process includes assembling and organizing personnel, supplies, and materiel for active military service; mobilization of the USAR and federalizing the ARNG; extending terms of service; and other actions necessary to convert to a wartime posture.

C. Generally, the magnitude of the emergency governs the level of mobilization. As authorized by law or Congressional resolution and when directed by the President, the Department of Defense (DOD) mobilizes all or part of the Armed Forces. Types of mobilization are Selective Mobilization, Presidential 200,000 Call-up, Partial, or Full Mobilization (see Annex G).

D. Mobilization is decentralized to successive levels of command, with all headquarters (CONUSA, Installations, STARC, and MUSARC) and RC units executing preplanned actions. Adjustments to preplanned actions will be made within the scope of authority of the individual headquarters to complete plans, and the higher headquarters will be informed as necessary. FORSCOM, CONUSA's, MUSARC, and STARC will manage by exception as problems are surfaced.

E. CONUSA's are responsible for the entire "Go to War" effort, and for FORSCOM missions within their boundaries. CONUSA will insure preplanned actions are implemented; manage by exception the activities of installations, STARC and MUSARC; and provide assistance, coordinate, and solve problems within their capability as required.

F. There are five phases to the mobilization of a unit.

1. Phase I - Preparatory: This consists of all the plans, preparations and coordinations that need to be accomplished prior to mobilizing for war. This is a current ongoing process whereby units maintain their unit readiness.

2. Phase II - Alert: This is the entire process of notifying units and individuals and preparing the units for active duty and movement.

3. Phase III - Mobilization at Home Station (HS): This phase consists of all those tasks such as drawing and uploading equipment necessary before moving to the Mobilization Station (MS).

4. Phase IV - Movement to Mobilization Station.

5. Phase V - Operational Readiness Improvement: This is the longest phase. At the mobilization station the unit receives equipment and personnel shortage fills as well as undergoes needed training to bring the unit to a C3 combat readiness level. The specific tasks that a unit commander must accomplish for the 5 phases are listed in Annex H. From the MS the unit moves to a Port of Embarkation (POE) for transportation to the appropriate combat theatre and CAPSTONE gaining unit.

G. Preparedness is the basic concept behind mobilization. To achieve this, units prepare numerous plans and conduct mobilization exercises. The basic document or "battlebook" that a unit follows upon alert notification is the Mobilization Troop Basic Stationing Plan (MTBSP). There is no one source document that contain what information should be in MTBSP. Rather, at FORSCOM level, there are by-type unit documents which show all the areas that specific type units need to address for mobilization.

H. Department of the Army requires each unit to annually conduct deployment training. The specifics of this training are left up to the unit commander. The best training for mobilization are mobilization exercises. Mobilization exercises have been developed to test the mobilization process, plans, and agencies. On the average a RC unit will undergo some type of mobilization exercise (MOBEX) once every three years. It is the MUSARC/STARC that dictates the time and type of MOBEX that a unit will undergo.

I. Overall, there are generally four levels at which mobilization exercises are conducted: joint services, CONUSA, MUSARC, and unit. However, other missions, specific tests, and evaluations are conducted on an as-needed basis.

1. The Joint Services headquarters sponsors a 2-week mobilization exercise every two years. This exercise tests all the services' abilities to deploy RC units to their combat theatre. The Department of Army and selected units participate, with the number and type of units dependent on time and funds available. As much as possible, units scheduled or planning a MOBEX are incorporated in this exercise. Part of the MOBEX includes selected company size units loading up on transports.

2. FORSCOM requires subordinate units to conduct MOBEX's. CONUSA's conduct an exercise annually; MUSARC's and STARC's biennially; and brigades and smaller units triennially.

3. The CONUSA level MOBEX is an internal CPX for the command and staff to exercise in their mobilization tasks and responsibilities. Additionally CONUSA sponsor mobilization workshops for the units of their MUSARC's and STARC's usually several months prior to their MOBEX. The workshop is a 2-day information session for commanders to disseminate current thinking and requirements of units during a MOBEX.

4. CONUSA's are responsible for sponsoring and evaluating the MOBEX of their MUSARC's. The MUSARC level MOBEX's are also CPX exercises for the command and staff of the MUSARC/STARC's with units providing limited input.

5. MUSARC's and STARC's are responsible for sponsoring and evaluating their major unit MOBEX's, brigades for their battalion MOBEX's, and battalions for their companies. These types of MOBEX's are usually conducted during a MUTA. They test not only the command and staff but the entire units' plans and preparedness. Administration and logistics are checked for preparedness. Mobilization plans and files are reviewed. To the extent possible, a unit uploads its MTOE equipment and executes its movement plan. All these areas

are evaluated by non-unit members. The process is cyclical and spread over three years so that a unit participates in a MOBEX once every three years.

6. To give a clearer picture of the mobilization efforts of RC units, the following is a discussion of the mobilization procedures for a battalion size unit from notification to overseas deployment.

a. Phase I concerns RC units at home station (HS) during peacetime. During this phase, units plan, train, and prepare to accomplish assigned mobilization missions, prepare mobilization plans and files as directed by CONUSA/STARC/MUSARC and FORMDEPS, attend mobilization coordination conferences, provide required planning data to the Mobilization Station (MS), and conduct mobilization training as directed. The unit must maintain a Unit Mobilization File; update its Post Mobilization Training Support Requirement (PMTSR); develop a HS activity list to follow and maintain; practice an alert notification plan; and make coordination as needed with the MS. For the welfare of the soldier, all individual records (medical, dental, finance, and personnel) must be updated and accurate. Each soldier will have a personal mobilization packet and, for his family members, family care plans will be made. The unit administrative section/PAC will maintain all wartime publications and forms and be able to exercise the SIDPERS system for strength maintenance. The motor pool will maintain all vehicles operationally ready and maintain maintenance records as well as the wartime PLL and POL. The Supply officer will be responsible for ensuring that all classes of supply are at their wartime required level and assure that all shortages have been ordered.

b. Phase II - The Alert phase begins when a unit receives notice of a pending order to active duty and ends when the unit enters active Federal service. The unit begins to implement actions with available personnel, facilities, and emergency activities to start the administrative and processing actions. Commanders and members of units are alerted of impending order to active duty through official command channels, normally before the information is released to the public. Notification is provided by messages according to the following time schedule.

(1) F-hour. The Secretary of Defense directs the military departments to order reservists to active duty and makes general public announcements of numbers of reservists, by Service, and the duration of service. Unit designations will not be indicated at this time. F-hour will be stated in the alert message.

(2) F-hour to F+12 hours. HQDA issues alert notification to the Chief, National Guard Bureau (NGB), CG FORSCOM, area commanders (CONUSA's), and other appropriate addressees. The Chief, NGB transmits the notification by the most expeditious means available to the State governors through the State adjutants general.

(3) F+12 to F+18 hours. Unit commanders and advisors of all affected RC units are notified by coded message.

(4) Prior to F+19 hours. Unit commanders alert unit members.

(5) F+19 hours. The news media may then be notified of details of mobilization by CONUSA's and State adjutants general.

(6) From notification of intent to mobilize, the CONUSA executes command and control over ARNG units through the STARC. The STARC supervises the mobilization of the ARNG for the CONUSA until the unit closes on its mobilization station, where the mobilization station assumes direct control. The STARC also has the mission to provide relocation assistance and support to families of all military personnel (AC and RC) who are displaced as a result of mobilization in the form of information referral and follow-up.

c. Once the unit has received its alert notification, it immediately initiates its alert plan to notify all unit personnel. As unit members begin to arrive, actions by various staff sections are ongoing. The commander takes actions outlined in the mobilization checklist and updates the PTSR and its 2-week training schedule. The PAC transfers all simultaneous membership program (SMP) participants, cadets in ARNG OCS, and high school students. The Supply Officer begins to conduct an inventory of unit property, coordinates movement of all the units equipment and supplies, and verifies arrangements for logistical support. The unit itself prepares for HS mobilization activities and identifies members for an advance party.

d. When the unit has assembled its personnel, Phase III, Mobilization at HS, begins. The unit initiates its HS activity schedule which contains personnel processing and completing activities for movement to MS. This includes such things as uploading organic vehicle with MTOE equipment according to pre-made plans and conducting limited training. This training would focus on necessary but easier non-equipment related instruction such as briefings on Code of Conduct, SAEDA, personal affairs and dependent information. The advance party is dispatched to the MS. The PAC reviews and updates personnel, finance, and medical records and begins a variety of other administrative tasks. The Supply Officer transfers facility and nonorganic property, conducts a show-down inspection, and prepares to move to the MS.

e. Phase IV is the Movement to the MS. This phase begins with the unit's departure from HS and ends when the unit closes at its MS. The unit executes its prepared movement plan. The unit commander reports to the MS commander and is then subordinate to his authority. Organic vehicles are normally used when the MS is within a 1-day road march. Excess equipment and personnel are moved by commercial means. This sets the stage for Phase V, Operational Readiness Improvement.

f. The purpose of Phase V, Operational Readiness Improvement, is to allow the commander to prepare his unit for combat. This is accomplished by bringing the unit to a C3 level of readiness in equipment and personnel and assuring that the unit is trained and evaluated on critical mission tasks. This is also the phase where the RC unit receives personnel and equipment shortage fills. The MS commander mission is to receive, and fill resourcing

needs, support training, and direct activities of incoming RC units. The unit commander focuses on training his unit.

g. To organize his training, the unit commander uses his METL and his PSTR. The PSTR, or Post-mobilization Support Training Requirements, has as one of its subsections, a 2-week training schedule of tasks specifically for MS. The PSTR also provides the standards by which the unit will be evaluated as combat ready. The unit commander uses these documents to organize his training.

h. Since all the training areas and resources are under the control of the MS commander, the unit commander coordinates with the Director of Plans, Training, and Security to finalize his training and support requirements.

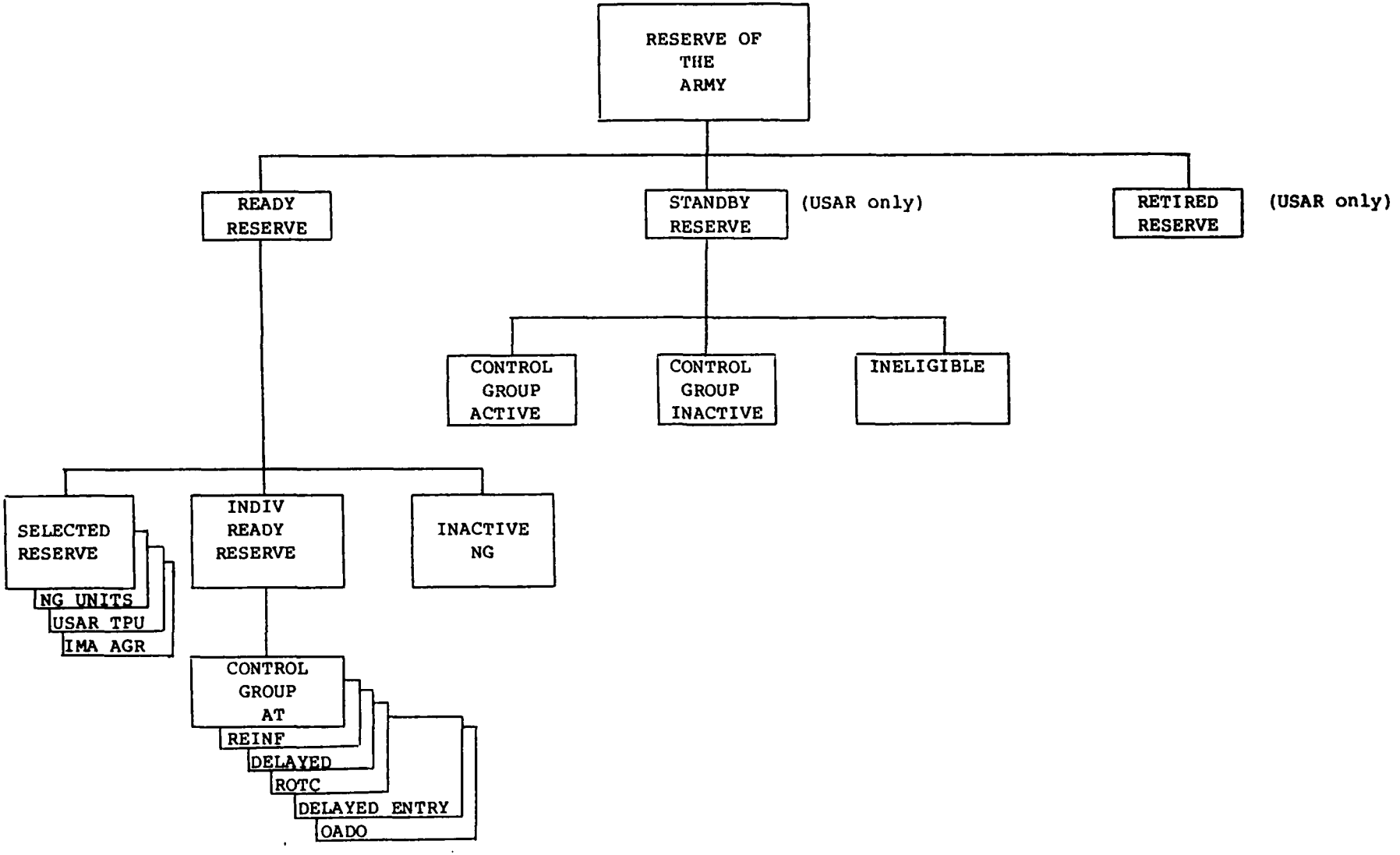
i. The MS commander is responsible for ensuring that all units subordinate to him are combat ready prior to the movement to the Port of Embarkation (POE). The MS commander accomplishes his responsibilities through various means available to him. To ensure that all units are at a combat level C3 for readiness, the MS commander controls the distribution of replacement equipment and filler personnel that come from such places as the IRR. Another and more common means the MS Commander uses is cross leveling of personnel and equipment from a stronger unit (C1 or C2 level) to a weaker unit (C4 level) to bring it up to a C3 level.

j. For the training of units, the MS commander has various training personnel, resources (mainly from FORSCOM), and training areas to control and thereby optimize training efficiency. A special group of individuals known as Mobilization Assistance Teams has the task of evaluating units according to their PSTR and validating their combat readiness before they depart for the Port of Debarkation.

k. Once the unit arrives at its Port of Debarkation, it is under the authority of the combat theatre. The theatre command provides all needed administrative and logistical support and links the unit with its gaining CAPSTONE commander.

Annex A

STRUCTURE OF THE RESERVE OF THE ARMY



USATB

Annex B

RC ORGANIZATIONS AND ASSOCIATIONS

A. Numerous organizations and associations exist which offer benefits and services to ARNG and USAR members. Many of these organizations are active in proposing supporting legislation considered beneficial. A few of the organizations and associations are:

B. The National Guard Association of the United States (NGAUS). NGAUS presently has about 50,000 members. Membership is open to all officers and warrant officers who served in the federally recognized status with either the Army or National Guard. A full-time staff maintains liaison with key Congressmen and staffers, with DOD, and with DA. The NGAUS staff provides studies and other data, testifies before Congress or arranges testimony by members, works with the press, and is very active in any area concerning the ARNG.

C. The Enlisted Association of the National Guard of the United States (EANGUS). EANGUS has about 30,000 members who are enlisted Army and Air National Guardsmen.

D. The Reserve Officers Association (ROA). Chartered by Congress in 1922, the ROA has over 120,000 members. Every commissioned and warrant officer of the Army, Navy, Air Force, Marines or Coast Guard, active or retired, is eligible. ROA headquarters works closely with Congress, as well as with state and local governments.

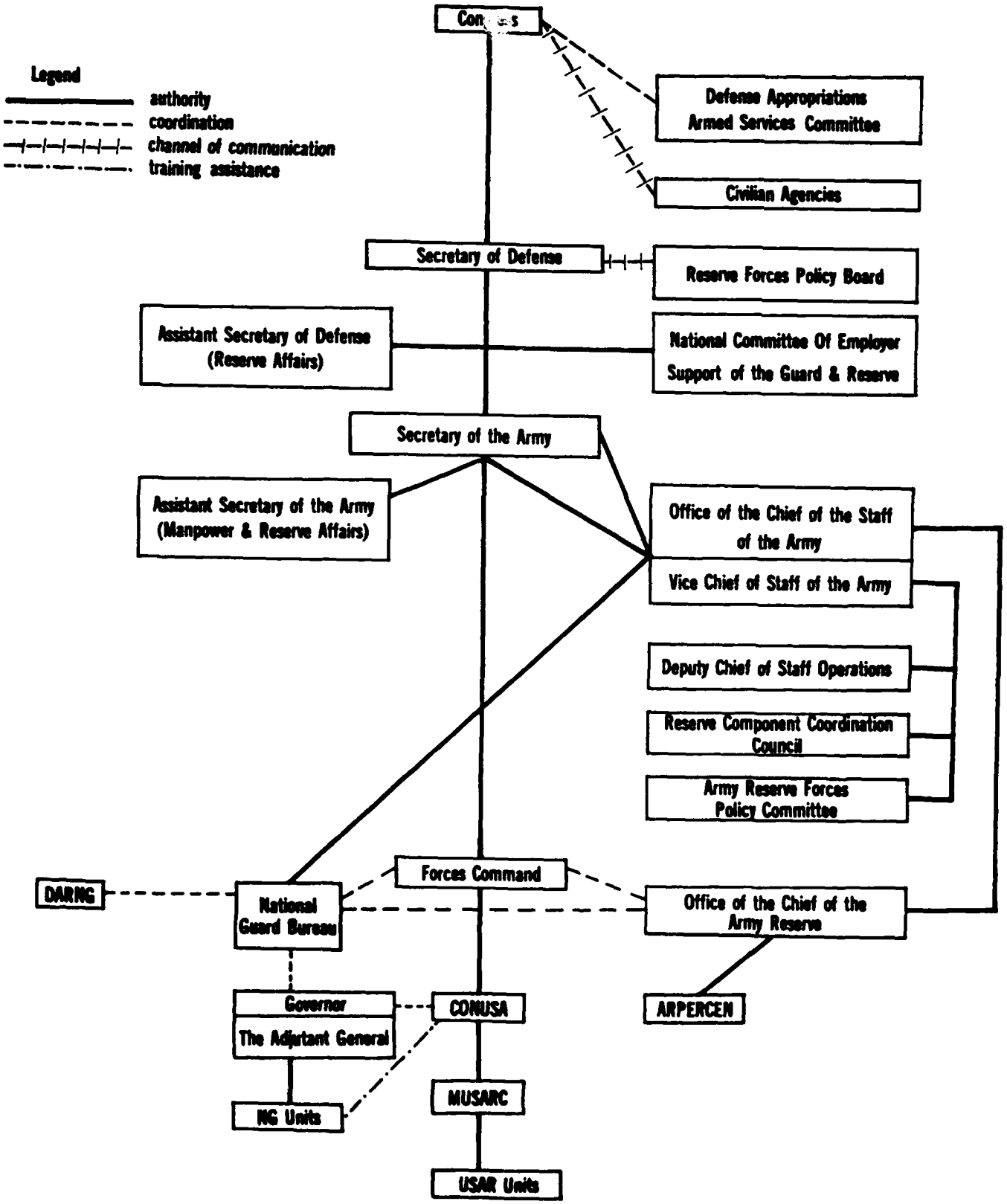
E. The Interallied Confederation of Reserve Officers (CIOR). CIOR was founded in 1948 by the 12 NATO countries with Reserve Forces. This organization acts in an advisory capacity to the Defense Departments of the member NATO countries. It also annually sponsors team and individual military competitions in shooting (small arms), obstacle course, utility swimming, and orienteering.

F. The Senior Army Reserve Commanders' Association (SARCA). SARCA was formed in 1949. Membership is limited to USAR general officers and USAR colonels in the following categories: those holding general officer positions, chiefs of staff, and commanders or colonels serving on statutory tours. Its purpose is to support the USAR in its role as a vital part of the Total Force.

G. The Reserve Enlisted Association (REA). All enlisted members (including former enlisted) of all military services, active, reserve, or retired, are eligible for membership. In addition to supporting the primary goal of national defense (see ROA), this organization's purpose is to facilitate a more effective, better-trained NCO Corps in the RC.

Annex C

CHAIN OF COMMAND FOR THE USAR/ARNG



Annex D

TABLE OF MINIMUM OBLIGATIONS AND ENLISTMENT OPTIONS
FOR RESERVE ENLISTED PERSONNEL

If the soldier is a	Has the following amount of AD, ADT time credited to him	his total obligation is	He is a member of the Ready Reserve and may participate in the Ready Reserve in one of the following manners:
RA 2-yr enlistee	2 yrs	8 yrs	Con Gp (AT) until 8th anniversary.
			2 yrs in a unit and 4 yrs in Con Gp (Reinf).
			1 yr in a unit and 5 yrs in Con Gp (Reinf).
RA 3-yr enlistee	3 yrs	8 yrs	Con Gp (Reinf) until 8th anniversary.
			1 yr in a unit and 4 yrs in Con GP (Reinf).
RA 4-yr enlistee	4 yrs	8 yrs	4 yrs Con Gp (Reinf)

Annex E

TABLE OF MINIMUM OBLIGATIONS AND ENLISTMENT OPTIONS
FOR RESERVE OFFICER PERSONNEL

Source of Accession Type of Commission	If the officer is credited with following, AD, ADT period of service,	his total obligation is	he may participate in the Ready Reserve in one of the following manners:
Officers appointed from the ROTC	Period needed to complete the Active component resident officer basic course.	8 yrs	6 yrs in a units--remainder in Con Gp (Reinf).
	2 yrs to 8 yrs	8 yrs	Con Gp (Reinf) until 8th anniversary of appointment as an officer.
Officers appointed from the ROTC who received an ROTC scholarship	5 yrs	8 yrs	Con Gp (Reinf) until 8th anniversary of appointment as an officer.
	3 through 4 yrs	8 yrs	Con Gp (Reinf) until 8th anniversary of appointment as an officer.
	Minimum of of 2 yrs, but less than 3 yrs	8 yrs	4 yrs in a unit--remainder in Con Gp (Reinf)
	Period needed to complete the Active component resident officer basic course.	8 yrs	In a unit until 8th anniversary of appointment as an officer.
Officers appointed from OCS (ARNG/USAR)	12 or more weeks	8 yrs	6 yrs in a unit--remainder in Con Gp (Reinf).
Officers appointed from OCS (Active Component) with less than 12 mos AD as an EM	2 yrs as a commissioned officer	8 yrs	Until 8th anniversary of initial enlistment, appointment, or induction.
Direct ARNG/USAR appointment (nonprior service)	12 or more weeks	8 yrs	Until 8th anniversary of appointment as an officer

(Annex E continued)

Source of Accession Type of Commission	If the officer is credited with following, AD, ADT period of service,	his total obligation is	he may participate in the Ready Reserve in one of the following manners:
Direct ARNG/USAR appointment into the IRR (nonprior service)	12 or more weeks	8 yrs	USAR Control Group (AT) until 8th anniversary of appointment as an officer.
Direct ARNG/USAR appointment (obligated EM)	12 or more weeks	8 yrs	6 yrs in a unit remainder in Con Gp (Reinf).

Annex F LISTING OF USARF SCHOOLS, ARNG ACADEMIES, REGIONAL TRAINING SITES, AND CONSOLIDATED TRAINING FACILITIES

A. USARF Schools

1. First US Army Area (24 USAR Schools)

School	Location
1031	W. Hartford, CT
1033	Portland, ME
1034	Manchester, NH
1035	Winooski, VT
1036	Farrell, PA
1037	Boston, MA
1049	Chicopee, MA
1150	Brooklyn, NY
1151	Tonawanda, NY
1154	Flushing, NY
1155	Edison, NJ
1157	Schenectady, NY
1159	Webster, NY
1163	Bronx, NY
2059	Bethlehem, PA
2070	Ft Belvoir, VA
2071	Owings Mills, MD
2072	Philadelphia, PA
2073	Pittsburgh, PA
2076	Wilmington, DE
2079	Richmond, VA
2090	Harrisburg, PA
2091	Scranton, PA
2093	S. Charleston, WV

2. Second US Army Area (19 USAR Schools)

School	Location
2074	Louisville, KY
2085	Lexington, KY
2979	Ft Buchanan, PR
3283	Chamblee, GA
3285	Charlotte, NC
3286	Garner, NC
3287	Columbia, SC
3288	Greenville, SC
3289	N. Charleston, SC
3290	Nashville, TN
3291	Memphis, TN
3292	Knoxville, TN
3294	Macon, GA
3385	Birmingham, AL
3387	Coral Gables, FL
3388	Tampa, FL

3390	Jackson, MS
3391	Jacksonville, FL
3392	Huntsville, AL

3. Fourth US Army Area (14 USAR Schools)

School	Location
2075	Cincinnati, OH
2077	Cleveland, OH
2078	Columbus, OH
2087	Toledo, OH
4160	Kingsbury, IN
5030	Ft Harrison, IN
5032	Southfield, MI
5033	Lansing, MI
5034	Chicago, IL
5035	Peoria, IL
5040	Des Moines, IA
5041	Davenport, IA
5042	St Paul, MN
5045	Madison, WI

4. Fifth US Army Area (19 USAR Schools)

School	Location
4150	Dallas, TX
4151	Houston, TX
4152	New Orleans, LA
4153	Albuquerque, NM
4154	Little Rock, AR
4155	Oklahoma City, OK
4156	Broken Arrow, OK
4157	Baton Rouge, LA
4158	Shreveport, LA
4159	Ft Worth, TX
4161	Beaumont, TX
4162	Austin, TX
4164	Ft Houston, TX
4166	Lubbock, TX
5038	St. Louis, MO
5039	Kansas City, MO
5047	Topeka, KS
5048	Wichita, KS
5049	Omaha, NE

5. Sixth US Army Area (12 USAR Schools)

School	Location
5043	Sioux Falls, SD
5046	Aurora, CO
6220	Bell, CA
6222	Los Angeles, CA

6224	Phoenix, AZ
6227	San Francisco, CA
6228	Boise, ID
6229	Vancouver, WA
6232	Ft Douglas, UT
6236	Tacoma, WA
6237	Pleasanton, CA
6241	Spokane, WA

6. Western Command (1 USAR School)

School	Location
4960	Ft Derussey, HI

7. US Army Europe (1 USAR School)

School	Location
3747	Frankfurt, FRG

USARF schools are controlled by the CONUSA's through their ARCOM's/GOCOM's. They offer MOS courses (reclassification only), NCOES, OAC, and CGSC. They are open to both USAR and ARNG personnel.

B. USAR NCO Academies

CONUSA	Location	Established
1st Army	Ft Indiantown Gap, PA	yes
2d Army	Ft Bragg, NC	yes
	Ft Jackson, SC	partially
4th Army	Ft McCoy, WI	partially
5th Army	Ft Chaffee, AR	partially
6th Army	Camp Parks, CA	partially

CONUSA Regional NCO Academies are for both USAR and ARNG personnel. The courses taught are PLDC, BNCOC, ANCOC, SNCOC, and the 1SG course. The E-date for all academies is October 1987. Staffing will be 79 personnel with 17 full time military.

C. ARNG Regional NCO Academies

Location	Courses	Established
Camp Shelby, MS	PLDC-RC	yes
Ft Jackson, SC	PLDC-RC	yes
Camp Ashland, NE	PLDC-RC	yes
Camp Williams, UT	PLDC-RC	yes
Camp Beauregard, LA	PLDC-AC and	yes
	ANCOC-AC (76Y)	yes
Ft Indiantown Gap, PA	PLDC-RC	yes
Camp Robinson, AR	ANCOC-RC	yes

ARNG regional academies are controlled by the NGB. All except Camp Robinson have an approved TDA. Both USAR and ARNG personnel may attend.

D. State ARNG academies are run by each state TAG. They are for ARNG personnel from that state. Courses taught are OCS (except for Virgin Islands and Guam), PLDC, ANCOC, SNCOC, and the 1SG course.

E. ARNG Regional Training Site - Medical
USAR Regional Medical Training Center

CONUSA	Component	Location	Established
	ARNG	Camp Shelby, MS	FY 88
	ARNG	Ft Indiantown Gap, PA	FY 89
1st Army	USAR	Ft Devens, MA	FY 90
2d Army	USAR	Ft Gordon, GA	FY 91
4th Army	USAR	Ft McCoy, WI	FY 92
5th Army	USAR	Ft Chaffee, AR	FY 91
6th Army	USAR	Camp Parks, CA	FY 90

Regional Training Sites - Medical (RST-MED) and Regional Medical Training Centers are controlled by NGB and the CONUSA's, respectively. They are for New Equipment Training (NET) and Doctrine and Tactics Training (DTT) for USAR and ARNG medical units.

F. USAR/ARNG Regional Maintenance Training Sites (RMTS)

Component	Location	Established
USAR	Ft Devens, MA	FY 90
(5)	Ft Indiantown Gap, PA	FY 91
	Ft McCoy, WI	FY 91
	Ft Hood, TX	FY 89
	Aberdeen Proving Ground, MD	FY 91
	Ft Chaffee, AR	FY 92
ARNG	Camp Blanding, FL	FY 87
(12)	Camp Dodge, IA	FY 88
	Camp Ripley, MN	FY 89
	Camp Roberts, CA	FY 88
	Camp Shelby, MS	FY 88
	Ft Bragg, NC	FY 88
	Camp Custer, MN	FY 87
	Ft Dix, NJ	FY 87
	Ft Riley, KA	FY 89
	Ft Stewart, GA	FY 90
	Gowen Field, ID	FY 89
	Weldon Springs, MO	FY 91

Regional maintenance training sites are controlled by FORSCOM through the CONUSA's for the 5 USAR sites and by NGB for the 12 ARNG sites. Members of

either reserve component may train at the sites. Twenty-two MOS's are currently planned to be available. They are: 27E, 41C, 43M, 44B, C, 45B, G, K, L, 52C, D, F, 62B, 63B, G, H, J, W, 76C, P, and V.

Additionally, two hi-tech RMTS will be established at AMC depots located at Tobyhanna, Pennsylvania, and Sacramento, California, by FY 88. These sites will be operated by AMC and are for complex technical MOS's. Eleven MOS's are currently programmed; they are: 26C, 29J, M, N, 34L, T, Y, 35E, 36L, 41B, and E.

G. Consolidated Training Facilities

CONUSA	Location	Established
1st Army	Ft Dix, NJ	yes
2d Army	Ft Gillem, GA	FY 91
4th Army	St Paul, MN	yes
5th Army	Austin, TX	yes
6th Army	Hamilton Army Airfield, CA	yes

Consolidated Training Facilities are under the control of the CONUSA's. They are for sustainment training of both USAR and ARNG personnel. The courses offered are for military intelligence personnel in Career Management Fields (CMF's) 005, 33, 96, and 98.

H. Intelligence Training Army Area Schools (ITAAS)

CONUSA	Location
1st Army	Ft Devens, MA
2d Army	Ft Bragg, NC
4th Army	Ft McCoy, WI
5th Army	Ft Sam Houston, TX
6th Army	Los Alamedos Army Reserve Facility, CA

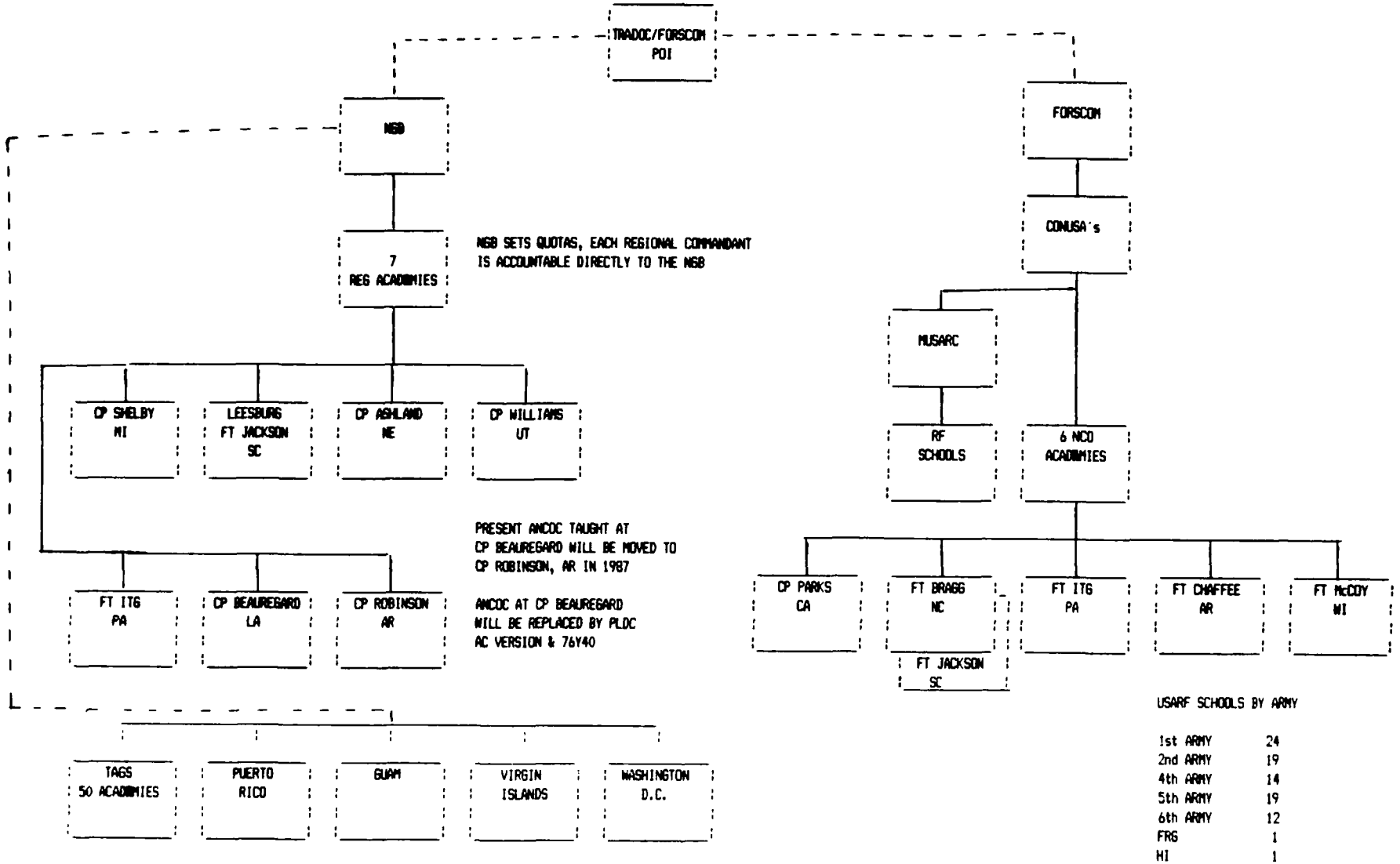
ITAAS's are controlled by the CONUSA's. They MOS qualify those prior service personnel, in the intelligence CMF's, who cannot attend an AC school. ITAAS's are open to both USAR and ARNG personnel.

I. Other

1. Army Reserve Readiness Training Center (ARRTC). This facility is located at Ft McCoy, Wisconsin and is designed to instruct military technicians and AGR personnel in training and administration to prepare them for assignments in USAR units.

2. Professional Education Center (PEC). This facility is located at Camp Robinson, Arkansas and is designed to instruct military technicians and AGR personnel in training and administration to prepare them for assignments in ARNG units.

Annex F



USARF SCHOOLS BY ARMY

1st ARMY	24
2nd ARMY	19
4th ARMY	14
5th ARMY	19
6th ARMY	12
FRG	1
HI	1
TOTAL	90

Annex G

TABLE OF MOBILIZATION LEVELS

Mobilization Level	General Description	Numbers Involved
SELECTIVE	For a domestic emergency, the Congress or the President may order expansion of the active Armed Forces by mobilization of RC units and/or individual reservists to deal with a situation where the Armed Forces may be required to protect life, Federal property and functions, or to prevent disruption of Federal activities. A selective mobilization normally would not be associated with a requirement for contingency plans involving external threats to the national security.	As determined by by units selected.
PRESIDENTIAL CALL-UP	The President may augment the active forces by a call-up of units of the Selected Reserve up to 200,000 men for up to 90 days to meet the requirements of an operational mission and may extend this an additional 90 days with notification to Congress.	Limited to 200,000 (all services) for up to 90 days, plus additional 90 days with notification to Congress.
PARTIAL	For a contingency operation of war plan or upon declaration of a national emergency, the Congress or the President may order augmentation of the active Armed Forces (short of full mobilization) and mobilization of up to one million men of the Ready Reserve (units or individuals) for up to 24 months.	Up to 1,000,000 (all services) for up to two years.
FULL	Full mobilization requires passage by the Congress of a public law or joint resolution declaring war or a national emergency. It involves the mobilization of all RC units in the existing approved force structure, all individual reservists, and the materiel resources needed for this expanded force structure.	Up to the strength of the approved structure of the Armed Forces.
TOTAL	Total mobilization involves expansion of the active Armed Forces by organizing and/or activating additional unit beyond the existing approved troop basis to respond to requirements in excess of the troop basis and the mobilization of all additional resources needed, to include production facilities, to round out and sustain such forces.	Strength levels beyond full mobilization as determined by President and approved by Congress.

(Annex G continued)

Mobilization Level	Who Calls Up	Legal Basis	Persons or Units Eligible
SELECTIVE	President/Congress	10 USC 3500, 8500 & appropriate orders of higher authority; 10 USC 331, 332, 333.	RC Units and/or individual reservists.
PRESIDENTIAL CALL-UP	Presidential Executive Order	10 USC 673b PL 96-584	Units and individuals of the Selected Reserve only.
PARTIAL	Presidential Proclamation of a national emergency and an executive order.	10 USC 673(a)	Ready Reserve Units and IRR. Standby Reserve, Retired Regular Officers, Fleet Reserve, Fleet Marine Corps Reserve.
FULL	Public Law or Joint Resolution by Congress declaring war or national emergency.	10 USC 671(a) 10 USC 672	All of the above, plus National Conscription as determined by the Congress & President.
TOTAL	As Above	10 USC 671(a) 10 USC 672	As Above.

Annex H

TABLE OF MOBILIZATION PHASES

Phase I
PREPARATORY

Operations and Training	Personnel and Administration	Logistics
1. Maintain a Unit Mobilization File (units organic to MTMC will maintain a battlebook.)	1. Provide personnel information.	1. Maintain logistics data files.
2. Establish and maintain Postmobilization Training Support Requirement (PTSR).	2. Maintain personal mobilization packet.	2. Maintain Computerized Movement and Stationing (COMPASS) and AUEL.
3. Develop HS Unit activity list.	3. Provide legal counseling.	3. Coordinate support and assist entities maintaining, equipment
4. Exercise the alert notification plan.	4. Ensure medical and dental examinations are current and medical warning tags are issued.	4. Requisition all authorized property.
5. Establish liaison with MS.	5. Ensure immunizations are current.	5. Prepare requisitions.
6. Identify key personnel to be ordered to duty in advance of the unit.	6. Identify personnel who wear spectacles and/or hearing aids.	6. Plan to transfer facility responsibility.
7. Conduct pre-mobilization briefing.	7. Identify personnel requiring lens inserts for protective mask.	7. Identify lodging requirements for HS.
8. Establish COMSEC account.	8. Ensure all unit members have appropriate identification documents.	8. Identify subsistence requirements at HS.
9. Identify map requirements.	9. Maintain MPRJ (DA Form 201).	9. Prepare a unit movement plan.
	10. Maintain personnel finance record (DA Form 3716).	10. Review mobilization equipment redistribution (MOBERS) information.

Phase I
(continued)

Operations and Training	Personnel and Administration	Logistics
	11. Maintain health record (DA Form 3444 series).	11. Ensure continual maintenance of equipment.
	12. Prepare applications for ID card (DD Form 1172) and DEERS for Dependents, as appropriate.	12. Identify POL requirements at HS and for move to MS.
	13. Ensure personnel have required security clearance.	13. Maintain Class IX PLL/MPL.
	14. Screen personnel for members not available for mobilization.	14. Identify Class V AIIQ Listing.
	15. Request and Store mobilization publications and forms.	15. Identify Class VIII Medical Supply Requirements.
	16. Familiarize administration personnel in SIDPERS.	16. Identify property not to be taken to the MS.
	17. Prepare duplicate fingerprint cards.	17. Identify advance party logistic requirements.
	18. Account for inactive National Guard (ING) personnel in ARNG units.	
	19. Complete family care plans.	
	20. Verify language aptitude and proficiency.	

Operations and Training	Personnel and Administration	Logistics
Phase II ALERT		
1. The unit will authenticate the alert message.	1. Order key personnel to duty.	1. Physically inventory unit property.
2. Notify unit members of the alert.	2. Coordinate mission related travel.	Coordinate the retrieval and movement of all unit equipment and supplies.
3. Respond to press inquiries.	3. Transfer simultaneous membership program (SMP) participants.	3. Finalize supply and equipment shortages.
4. Take actions outlined in the mobilization checklist for unit commanders.	4. Transfer high school students.	4. Verify arrangements for subsistence support.
5. Prepare activities schedule for HS.	5. Transfer cadets enrolled in ARNG OCS.	5. Verify arrangements for lodging.
6. Review PTSR and update the postmobilization 2-week training outline.	6. Release attach personnel and recover unit personnel attached to another unit.	6. Confirm advance party logistic members and prepare to move to MS.
7. Identify advance party members.	7. Identify members currently on IET/ADT/ FTTD.	7. Requisition glasses and hearing aids.
	8. Screen and promote eligible personnel.	
	9. Order unit members to active duty.	
	10. Identify duties that require a duty roster.	
	11. Notify finance input station of unit's mobilization.	

Phase II
(continued)

Operations and Training	Personnel and Administration	Logistics
	12. Process delayed arrival personnel.	
	13. Prepare reassignment plan.	
Phase III MOBILIZATION AT HOME STATION		
1. Assemble unit at home station or alternate assembly area.	1. Identify personnel requiring waiver of benefits.	1. Provide HS support services as required.
2. Dispatch advance party to the mobilization station.	2. Identify medically disqualified personnel.	2. Review MS support requirements.
3. Initiate HS activities schedule.	3. Close out retirement records.	3. Review materiel condition report, DA Form 2406.
4. Prepare for an Intelligence Property Book (IPB) accounting (for units with an IPB).	4. Verify financial and insurance options.	4. Know how to obtain mortuary services if required.
5. Conduct a SAEDA briefing.	5. Review and update those personnel, medical, and financial records not individually identified in this section.	5. Transfer facilities and nonorganizational property.
6. Conduct Code of Conduct briefing.	6. Distribute records.	6. Requisition automated data processing equipment (ADPE).
7. Conduct personal affairs briefing.	7. Verify arrival status of personnel at the assembly site.	7. Prepare to move to the MS.
8. Conduct a dependent information briefing.	8. Process (DD Form 93)	8. Conduct a showdown inspection.
	9. Prepare evaluation reports.	

Phase III
(continued)

Operations and Training	Personnel and Administration	Logistics
	10. Complete change of address cards.	
	11. Prepare Active Duty Report.	
	12. Process dependent ID cards.	
	13. Process military ID cards (green) if required.	
	14. Request for DA flight orders.	
	15. Security Clearance rosters.	
	16. Prepare claims for travel from home to assembly site.	
Phase IV MOVEMENT TO MOBILIZATION STATION		
1. Execute movement plan.	1. Ship health and personnel records to MS.	1. Execute movement plan.
2. Report arrival at MS.		

RC TRAINING IN THE AIR RESERVE FORCES

1. History.

a. The Air Force traces its origin back to 1907 to the Aeronautical Division of the US Signal Corps. It was not until 18 Sep 1947 that it became a separate organization called the US Air Force.

b. Today, Air Reserve Forces (ARF) training supports real time mission requirements, e.g., in FY 85, Reserve units flew in excess of 96,000 passengers and air dropped more than 37,000 troops as part of normal training missions. Reserve units equipped with C-5 and C-141 aircraft flew more than 82,000 hours in support of aeromedical operations airlifting over 80,000 patients.

2. Structure. The Air Reserve Forces are composed of the Air National Guard and Air Force Reserve (see Annex A). The Air Reserve Forces are similar to the Army Reserve components in many aspects but primarily in structure and personnel policies.

a. Air Force Reserve.

(1) Air Force Reserve authority emanates from Congress, through the Secretary of Defense, to the Secretary of the Air Force. From the Secretary of the Air Force, policy responsibility for the Air Force Reserve goes to the Office of the Assistant Secretary of the Air Force (Manpower, Reserve Affairs and Installations) [ASAF (MRAI)]. The ASAF (MRAI) is the policy-maker for the Air Force Reserve, Air National Guard, as well as the Civil Air Patrol. Assisting the ASAF (MRAI) is the Deputy for Reserve Affairs.

(2) From the Secretary of the Air Force command authority flows to the Office of the Chief of the Air Staff. Under the Chief of the Air Staff is the Office of the Air Force Reserve and the Headquarters, Air Reserve Forces. One officer serves both as the Chief of the Air Force Reserve and commander of Headquarters, Air Force Reserve. As chief of the Air Force Reserve in the Office of the Air Force Reserve, he is on the Air Staff and serves as advisor to the Chief of the Air Staff on all Air Force reserve matters. As the commander of the Headquarters, Air Force Reserve, he commands the three Reserve Air Forces. Headquarters, Air Force Reserve, is located at Robbins AFB, Georgia, and exercises command and control of all reserve units through the three Reserve Air Forces. These Air Forces are the 4th Air Force headquarters located at McClellan AFB, California, the 10th Air Force headquarters located at Bergstrom AFB, Texas, and the 14th Air Force headquarters located at Dobbins AFB, Atlanta, Georgia.

(3) Each numbered Air Force Headquarters is commanded by a Reserve Component Major General. Each headquarters staff, except for the active component advisors, is comprised of reserve personnel in the Active Guard Reserve (AGR) program. Fighter aircraft units and tanker support units are controlled by Headquarters 10th Air Force, Bergstrom AFB, Texas. All other type units located east of the Mississippi River are controlled by

Headquarters 14th Air Force, Dobbins AFB Georgia. All other type units located west of the Mississippi River are controlled by Headquarters 4th Air Force at McClellan AFB, California.

b. Air National Guard.

(1) The Air National Guard, in peacetime, is commanded by the governors of the various States; it is supported by the Air Force through the National Guard Bureau (NGB). The NGB is the channel of communication between states and the Department of the Air Force. The function of the NGB is to formulate and administer programs for the development and maintenance of Air National Guard units in accordance with Air Force policy. The active component role is limited to guidance in training as well as evaluations and inspections of training.

(2) The percentage of forces the ARF provides to the total Air Force is described in Annex B.

3. Organization. The ARF structure is similar to the Army Reserve structure and both are governed by the same DOD directives. Air Reserve Forces personnel are placed in one of three categories: Ready Reserve, Standby Reserve, and Retired Reserve (see Annex C).

a. Ready Reserve. The total Ready Reserve, including the Air National Guard, is just over 202,000 people. The Ready Reserve is that part of the reserve forces which can be ordered to active duty under conditions short of a Congressional declaration of war or national emergency. The Ready Reserve is composed of the Selected Reserve and the Individual Ready Reserve (IRR). The Selected Reserve is made up of those airmen assigned to either Air National Guard or Air Force Reserve units and Individual Mobilization Augmentees (IMA). Both categories of personnel participate in training regularly. Just as in the Army Reserve Component system, units in the ARF have 39 training days a year. These days are divided into a 15-day annual training period and 48 Unit Training Assemblies (UTA's) a year. Additional training periods are provided for flight crews, pilots, and maintenance personnel of aircraft squadrons. These selected personnel are provided with an additional 48 AFTP's (Additional Flight Training Periods). Additional training is also made available by mandays provided through other branches of the service when support missions are flown. These man-days could equal up to 30 extra flying days per year. Air National Guard units through their State TAG may receive an additional 30 days. Air Force Reserve IMA personnel, like IMA's in the Army Reserve, participate in regular training with active Air Force units and upon mobilization serve with that unit. The second category of Ready Reserve, the IRR, is mostly filled with airmen who have completed an active duty tour and are serving the remainder of their 8-year obligation. Like with the Army, a separating airman is counseled and encouraged to join a reserve unit before being assigned to the IRR. As with Army IRR members, AFR IRR airmen can volunteer to train, earn pay and retirement points, and also be promoted.

b. Standby Reserve. In addition to the Ready Reserve, there is the Standby Reserve which can be ordered to active duty only when Congress

declares war or national emergency. The Standby Reserve totals about 33,000 personnel. Although a number of Standby Reservists participate in correspondence courses or voluntarily train with Ready Reserve units, the majority of them do not participate in any type of training as they are not required to. They belong to the Standby Reserve primarily because they wish to maintain their affiliation with the Air Force. Members of the Standby Reserves are either in the active or inactive stand by reserves. Members who might be assigned to the active group include those with temporary extreme hardship or temporary medical disqualification. Those assigned to the inactive group include such personnel as those who are theological students and general officers no longer occupying authorized positions.

c. Retired Reserve. The Retired Reserve of the Air Force is similar in composition to the Retired Reserve of the Army. It is generally composed of those personnel who:

(1) have reached 20 years of reserve service;

(2) have served 6 months active duty in time of war and 8 years of Reserve service, or

(3) meet certain medical or administrative criteria.

4. Personnel.

a. Enlisted System.

(1) There are two ways that enlisted airmen can enter service with the Air Reserve Forces. They are through a direct enlistment into the ARF or upon completion of active duty to serve the remainder of their initial 8-year service obligation. For direct enlistment airmen, there are two ways they receive their initial training. They can attend 6 weeks of basic training followed by technical training in residence at an Air Force school or after basic training, through an on-the-job training program. The training they receive after basic training is for the award of an Air Force Specialty Code (AFSC) (like an Army MOS). If the airman is coming from active duty he can assume a similar specialty in the reserves or, if a vacancy does not exist in a local unit for his specialty, receive training in a new specialty. This new specialty may only be awarded through resident training at an active AF school or through an on-the-job training program.

(2) Career progression and required professional development courses for enlisted personnel are much like that of the Army Reserve Components. Time in grade for promotions is similar and some similar educational requirements exist.

(3) The first course that is required after initial entry and AFSC training is for the E3 or E4 (senior airman) and is called the NCO Preparatory Course. It is designed to prepare the airman for a leadership position and is mandatory for promotion to the NCO ranks. This course is normally attended in residence and only in hardship cases can this course be taken by

correspondence. The next course for E4's (SGT) and E5's is the NCO Leadership School. The NCO is also required to attend this course in residence. It is 4 weeks in duration. Unlike the preparatory course, this school is not mandatory for promotion. At the E6/E7 level, there is an NCO Academy which is a 6-week course. For senior NCO'S, E8's and E9's, there is the Senior NCO Academy which is an 8-week course. Both the NCO Academy and the Senior NCO Academy may be taken by correspondence in lieu of resident attendance and both are mandatory for promotion.

(4) In addition to these previously mentioned courses each AFSC has career development courses, specifically for each AFSC. The completion of one of these courses results in the award of the next higher skill level. Most AFSC's have five skill levels, but some have less. These skill levels are designated as skills levels 1, 3, 5, 7, and 9. Skill levels are related to the airman rank, but airman can be awarded a higher skill level than that normally associated with his rank through successful completion of a test for award of the next higher skill level. There are, however, restrictions on how far an airman can progress in skill levels relative to his rank. For example, an E5 would normally be skill level 5; however, he can attain up to a skill level of 7. These skill level courses are only taught through correspondence and, like all but the NCO Leadership School, are linked to promotion.

(5) In the Air Force Reserve, promotion up through the grade of E2 is done administratively. For E3 and above, promotion of an enlisted airman in the reserves is accomplished through either a unit vacancy promotion system or the Promotion Enhancement Program (PEP). To be promoted by unit vacancy, there must be a vacant position in the next higher grade or the airman can already be serving in a higher grade position (for example, an E6 serving in an E7 duty position). Additionally, an airman must meet minimum time in service, time in grade, skill level, and professional development courses completion requirements. He then is recommended for promotion by the squadron commander to the group commander who is the approving authority.

(6) Under the PEP program, using a computer, current strength and loss rates by grade are considered, and anticipated shortages and needed replacements are projected for five years out. Based on these needs, each Air Reserve Force headquarters is provided with a quota by grade of the number of personnel that they can promote. The airman must meet the same requirements for promotion as under the unit vacancy program system except for the requirement for a vacancy to exist. The Air Reserve Force headquarters suballocates promotion quotas to group headquarters who then hold promotion boards to promote the most deserving airman. Under this program the airman may be promoted to a grade higher than his duty position is authorized.

(7) The Air National Guard uses only the unit vacancy system. Requirements for promotion to each grade, with the exception of time in grade and time in service which are the same as those for the Active Air Force, are set by each state. The only other difference is that throughout the Air National Guard, promotion to E6 is automatic at 12 years of service and to E7, at 20 years.

b. Officer System.

(1) Warrant officers ranks have been eliminated in the Air Force and E8's and E9's now perform those duties. For Air Reserve Forces commissioned officers, there are four ways to enter the Air Reserve Forces. He can be commissioned through the Air Force ROTC program and go directly into the reserves, come from active duty to complete his initial service obligation, attend Officer Training School (OTS), or be commissioned through the Deserving Airman Program. Personnel who are commissioned under the OTS program are enlisted personnel who come from units. To earn a commission the airman undergoes a unit board and his request is sent to the appropriate personnel center, either the ANG Support Center or the Air Force Reserve Personnel Center. A board is held annually by each center and selected candidates are sent to a 6-week resident OTS course where upon completion they earn their commission. The Deserving Airman Program is exclusively for the selected reserves. If an airman's application meets the full requirements, i.e., a college degree, is a member of the selected reserve, and there is a position within a unit for him to fill, a board which meets annually can award him a commission, which is then submitted for federal approval.

(2) After commissioning initial entry training for reserve officers consists of a 2-week course called the Air Officer Orientation Course. Following the completion of the Air Officer Orientation Course, training of reserve officers in various specialties is accomplished in a variety of ways. Some specialties, such as flight training, require mandatory in residence training. Others require completion of correspondence courses, while still others are awarded through on-the-job training at the officer's unit. After specialty training, somewhere between the grade of 1LT and MAJ, an officer will be given the opportunity to complete the Squadron Officers School (9 weeks) at Montgomery, Alabama. As a MAJ or LTC, he may complete the Air Commander and Staff College course (11 months) at the Air University. The final formal level of schooling that is possible for COL and LTC (designated to command), to attend is the Air War College (11 months), also taught at the Air University. Although the preferred method of schooling is in residence, all courses to include initial entry training are available in nonresident means, either by correspondence or seminar courses. Within the ARF, there is no system similar to the USARF school/ARNG academies of the US Army Reserve Components for providing education to officers or enlisted personnel.

(3) Promotions for officers to the rank of 1LT is done administratively by the appropriate personnel center for both unit and IRR officers. Promotions to captain and above are done in one of two ways: either through a unit vacancy system or centralized promotion system board. The centralized board method is used for both the AFR and ANG for both unit and IRR officers. Separate centralized promotion boards for the ANG officer and USARF officer are held at each of the appropriate personnel centers. With the exception of time in service and time in grade requirements which are the same for both ANG and USARF officers, there are no other mandatory requirements, such as completion of certain schools, for promotion. Promotions are made primarily based on the officer's performance record. Officers nonselected for promotion twice, prior to reaching retirement

eligibility, are separated. The unit vacancy promotion system is used by units in the USAFR and the ANG. While the concept for both is that if the unit has a vacancy in the next higher grade, it can promote an officer who meets the minimum requirements for the next higher grade to fill the position, the two systems are different. In the ANG, a board is convened at squadron level, on an as needed basis. The minimum requirements for promotion to each grade are the same for the ANG and the USARF. In addition, however, for unit vacancy promotion, the ANG has education requirements and minimum ratings an officer must have received on all his officer efficiency reports. The ANG also allows only one promotion per vacancy. In the USARF, the unit vacancy promotion board is held annually, there are no education or minimum officer efficiency report evaluation scores requirements, and more than one promotion may be made per vacancy.

5. Training Guidance.

a. Input for formulation of an ARF unit's training plan comes from six sources. These sources are the Air Staff, the Major Commands (TAC, MAC, SAC), overseas commands (e.g., HQ USAFE in Europe), HQ, ANG, HQ, AFR, and from within the unit itself.

b. Guidance from the Air Staff consists primarily of telling units the system they will use to manage training and how to set up a squadron training program.

c. The major commands, i.e., TAC, MAC, and SAC, play a primary role in formulating training guidance. They are responsible for formulating, publishing, and disseminating the aircraft training programs for each type of aircraft they have designated responsibility for. Each regulation establishes a standardized training program for aircrews of both the Air Force and Air Reserve Forces. These regulations express the minimum training requirements in numbers of sorties, flight hours, and ground training hours by subject that each aircrew must perform. Support units have similar regulations, also written by the major command, which outline their requirements for training.

d. The major commands also host planning conferences. At these conferences, units learn what missions they will fly in support of other units. These conferences bring together units who need air support and the active ANG and AFR units who need the training and can provide air support. Units are not tasked, but volunteer to meet the various flying missions.

e. Overseas commands provide units with wartime guidance. Under the Checkered Flag program (like the Army CAPSTONE Program) for TAC and Volant Partner program for MAC, ARF units have a designated deployment mission. To fully inform the units of their deployment mission, US Air Force Europe (USAFE) provides the ARF through the major commands with OPLANS for their various missions and contingencies. To exercise these deployment plans, USAFE annually requests specific units to participate in overseas deployment training. These requests are provided to the appropriate major command who consolidates them and provides them to HQ, Air Reserve Forces and the National Guard Bureau. These HQ's review and then task appropriate units. Deployment

training is, as a guide, accomplished every three years for both flying units and support forces.

f. Another part of the training guidance for ARF comes from attendance by AFR representatives at planning conferences for major exercises. At these planning conferences, these representatives volunteer various units to participate in major exercises. Additionally, the AFR receives requests from wartime gaining commands for AFR support in active Air Force exercises. Using these two inputs, the AFR delegates missions and tasks to the numbered reserve Air Forces headquarters and they suballocate these missions to their units.

g. Part of the training guidance units receive is the schedule of inspections and training assistance visits. Headquarters, Air Force Reserve, schedules these visits and inspections. The two major inspections are the Operational Readiness Inspections (ORI) and the Standard Evaluations. The ORI is a complete inspection of all facets of the unit. These are similar to Army Annual General Inspections and occur every three years. For flying units only, alternating with the ORI on a 3-year cycle are the Standard Evaluations. These evaluations consist of check rides for aircrews and performance of various flying tasks such as close air support.

h. The State TAG's are also a source of training guidance for the Air National Guard units. The TAG's may task units to participate in various training exercises and integrate missions that the State governor directs into the training guidance.

i. The final element that the unit commander must consider in formulating his training plan comes from within the unit itself. In the ARF, training for individuals (non-aviator) is a bottom to top program driven by each airman's Air Force Job Qualification Standard (AFJQS). Like a job book, it contains all the tasks that an airman is required to perform for his given AFSC. Each supervisor uses the AFJQS to decide what tasks to train and when for his airmen and then submits this to the squadron training office for approval and inclusion in the squadron's training plan.

6. Unit and Individual Training.

a. The Master Training Plan (MTP) is the document that drives all the units' training for a year. The commander uses the input from these six sources to develop his MTP.

b. To develop his program, the commander first places on his MTP those training exercises and missions that he has been tasked to participate in by his peace time chain of command and scheduled inspections. He then schedules all the required aircrew training based on his unit's particular aircrew training program regulation. He also plans his own unit's training flights and exercises to work on correcting those deficiencies noted from inspections and previous exercises after-action reviews. The tasks the unit will have to perform to complete its deployment mission are also considered. To plan individual training, the commander uses the input from his NCO's on what AFJQS related training they need for their airmen and uses this to fill remaining

openings in his MTP. A copy of the completed MTP is provided to the base commander at the base where he will train so training support can be consolidated.

7. Full-Time Assistance Programs. Full-time assistance is provided to reserve component units by two programs. These programs are the Active Duty Guard and Reserve (AGR) and Air Force Reserve Technicians (ART) Program.

a. The AGR program consists of full-time reserve personnel who are members of the Guard or Reserve and who have been ordered to active duty, with their consent, for the purpose of organizing, administering, recruiting, instructing, or training for the Reserve Components.

b. The ART program has existed since 1958. ART's are full-time Federal Civil Service employees employed at unit level and form the day-to-day management and training nucleus of the Reserve units. These ART's are also USAF reservists. As a USAF reservist, ART's are required to perform two days of Reserve training one weekend per month and annual training for two weeks.

8. Mobilization.

a. As in the Army, the Air Force has a Mobilization Plan. For most units, their mobilization station is their home station. Units are required to perform MOBEX training once a year and this training is included in the annual MTP.

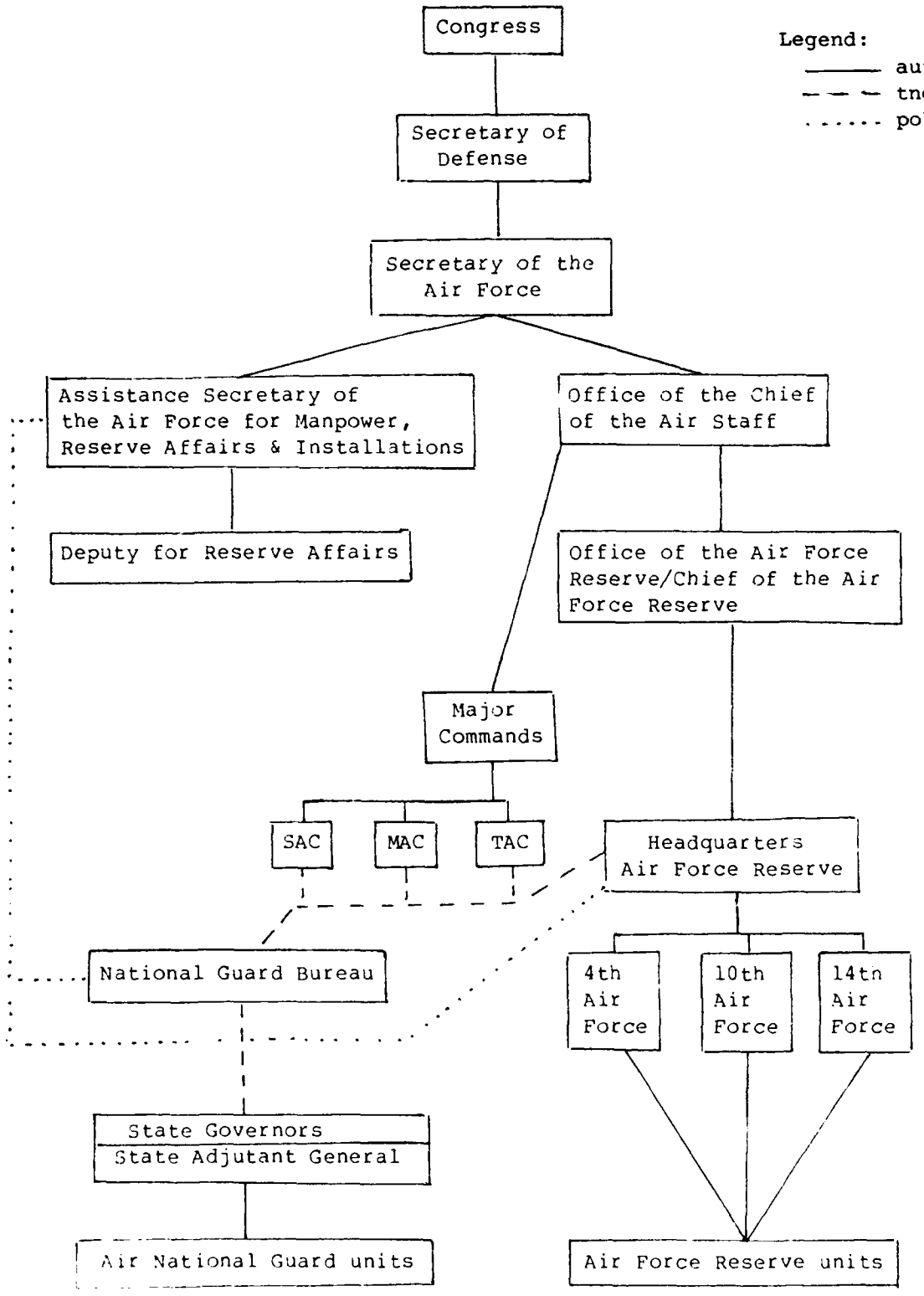
b. Upon the order for mobilization, the three numbered Air Force Headquarters will be disbanded, and the personnel will be assigned, as required, as filler personnel to other major commands of the Air Force. As a guide, disposition of the units that were under these headquarters is as follows:

(1) Fighter Aircraft Squadrons - Assigned to one of two numbered Air Force Headquarters. Units east of the Mississippi River will fall under the control of Headquarters, 9th Active Force at Shaw AFB, South Carolina. Units west of the Mississippi River will fall under the control of Headquarters, 12th Air Force at Bergstrom AFB, Texas.

(2) All other units will be assigned and fall under the control of their respective type Headquarters such as Military Airlift Command (MAC) and Strategic Air Command (SAC). The only exception of this force structure would be the 452d Air Refueling Wing (Reserve), March AFB, which would fall under the command of Pacific Air Command.

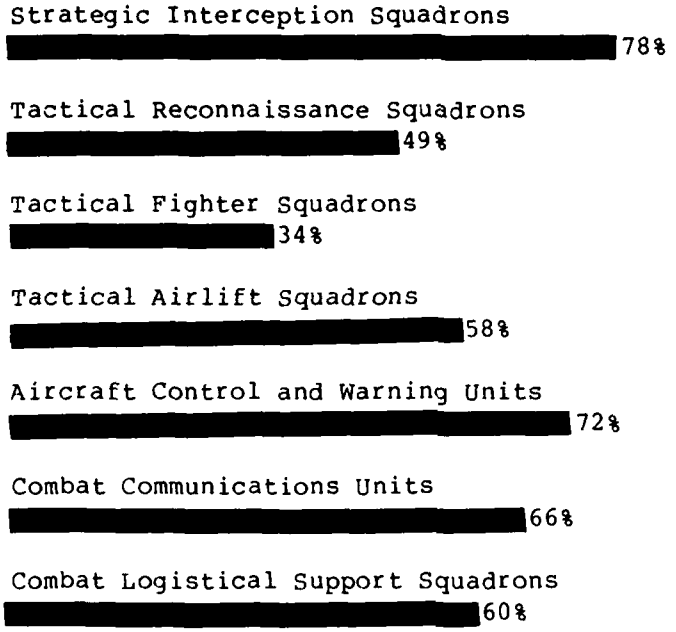
Annex A

CHAIN OF COMMAND FOR USAFR/ANG



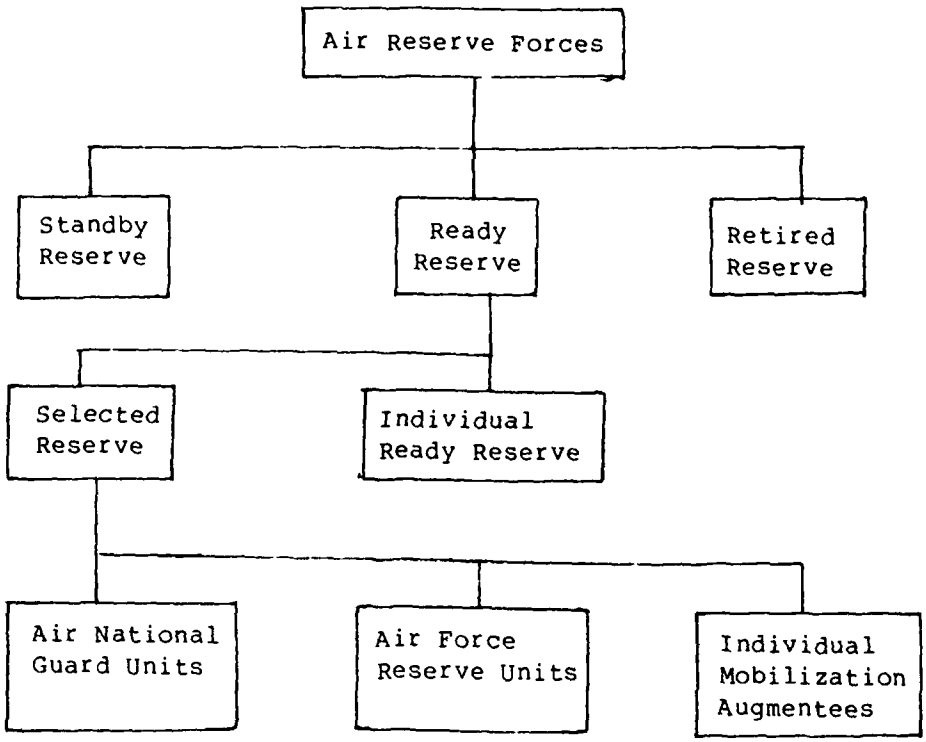
Annex B

RESERVE TOTAL FORCE CONTRIBUTIONS



Annex C

STRUCTURE OF THE AIR RESERVE FORCES



RC TRAINING IN THE UNITED STATES MARINE CORPS

1. History. The Marine Corps traces its origin to the Continental Marines, which were established by resolution of the Continental Congress on 10 November 1775. The Marine Corps was established by Act of Congress on 11 July 1798. The United States Marine Corps Reserve (USMCR) was established as part of the Naval Militia on 10 July 1915. The USMCR is a wholly federal force (there is no equivalent of a National Guard), and is governed by the law in sections of Title 10 US Code.

2. Authority. The United States Marine Corps is organized under the Department of the Navy. The chain of command passes from the President through the Secretary of Defense and Secretary of the Navy to the Commandant of the Marine Corps. The Deputy Chief of Staff for Reserve Affairs, as one of the HQ Marine Corps staff officers, administers the Reserve Forces for the Commandant (See Annex A). The Commandant has three commands under which all USMCR units are organized. These are the 4th Marine Aircraft Wing, the 4th Marine Division, and the 4th Force Service Support Group, which is under the operational control of the 4th Marine Division.

3. Organization.

a. The USMCR is composed of a Ready Reserve, Standby Reserve, Retired Reserve, and Fleet Marine Corps Reserve (See Annex B).

(1) The Ready Reserve consists of those units and individual members liable for duty in time of war, national emergency proclaimed by the President or declared by the Congress, or when otherwise authorized by law. There are two categories of the Ready Reserve:

(a) The Selected Marine Corps Reserve (SMCR) consists of units and Individual Mobilization Augmentees (IMA's) that train in time of peace for immediate mobilization.

(1) SMCR units are like a corresponding Regular USMC unit in organization, training, and equipment. The SMCR trains 300 units in 186 locations in 46 states, Washington, DC, and Puerto Rico.

(2) IMA's are assigned against key personnel slots on active Marine Corps staffs or against slots in one of the 52 mobilization stations across the country. They would fill these slots full time upon mobilization. While IMA's are members of the SMCR, they are controlled for personnel actions by the Marine Corps Reserve Support Center (MCRSC), who also controls the IRR. Unlike the USAR IMA's who only perform Annual Training (AT), USMCR IMA's perform inactive duty training (IDT) (drill) with their mobilization organization as well as annual training. As of 31 March 1986, there were 40,379 members in the SMCR, which represents 25 percent of the Total Marine Force.

(3) All SMCR members attend both IDT or drill and AT, in a paid status. SMCR members must attend a minimum of 48 Unit Training Assemblies (UTA's) and 15 days annual training each year. If a member misses over 6 UTA's in a year and is an obligated member, he usually is involuntarily called to active duty. Members of the Selected Marine Corps Reserve receive one day's base and any special pay they are entitled plus one retirement point for each UTA performed, and one day's full pay and allowances and one retirement point for each active duty day (e.g., annual training) performed. Each SMCR member receives 15 retirement points for membership in the reserves. A reservist is required to earn at least 50 points a year for the year to be counted toward retirement from federal service.

(b) The Individual Ready Reserve (IRR) is a manpower pool that provides trained personnel to both active Marine Corps and SMCR units upon mobilization. Like the USAR IRR, the USMCR IRR member is offered the opportunity to train as individuals with active USMC or SMCR units and to attend military schools both in an AT or active duty for training (ADT) status. IRR members may volunteer for up to 179 days training each year (most do 30 to 90 days). Those IRR members who are obligated to train every year are called up to perform this training. Members of IRR are paid one day's pay for each day of AT or ADT performed and are credited with 1 retirement point. Members of the IRR may also accumulate retirement points through correspondence courses and volunteering to perform Inactive Duty Training. Members of the IRR are not paid for attending IDT. Those IRR members who do perform IDT may perform this IDT with an SMCR unit or with a reserve unit of another service (with permission of Headquarters Marine Corps) or with a Mobilized Training Unit (MTU). An MTU is a permanent organization, filled by IRR volunteers, that is attached to a Marine Corps Headquarters. These units perform specialized missions for the headquarters in a nonpaid status. The option to perform IDT is not exercised, however, by most members of the IRR. The IRR member is usually offered other training opportunities (non-IDT) so that he may accumulate enough retirement points (50) to be credited with completion of a satisfactory training year. As of 31 March 1986, there were 50,442 members in the IRR.

(c) The Standby Reserve consists of those members other than those in the Ready Reserve or Retired Reserve, who are liable by contract for active duty only in time of war or national emergency declared by Congress or when otherwise authorized. As of 31 March 1986, there were 2,325 members in the Standby Reserve. There are two categories of the Standby Reserve:

(1) The Active Status List is composed of reservists who make application to participate voluntarily in reserve training and earn retirement points in a nonpay status. Personnel who are in this status include key federal employees such as air traffic controllers and FBI agents.

(2) The Inactive Status List is composed of reservists who are not required by law or regulation (nonobligated and noncontact) to remain members of an active status program, are prohibited from participating in any training, and are ineligible for promotion but who wish to retain their affiliation with the USMCR. Reservists in this category include overseas

residents too far from a drill site and other persons of less mobilization potential.

(3) The Retired Reserve consists of those members who have retired for length of service and are entitled to receive retirement pay at age 60, but are not yet receiving it. These members' names are carried on a retired list, and may be called to active duty without consent in time of war or national emergency declared by Congress, or when otherwise authorized by law.

(4) The Fleet Marine Corps Reserve consists of those enlisted members of the Regular Marine Corps or the Marine Corps Reserve who have completed 20 or more years of active service and are receiving retainer pay (like retired pay). They not only are subject to be called to active duty like the retired reserve in time of war or national emergency, but also may be required during peace time to perform up to 2 months of active duty for training in each 4-year period.

b. Functions. The mission of the Marine Corps Reserve is to provide trained and qualified units and individuals to be available for active duty in time of war, national emergency, and at such times as national security may require. The USMCR constitutes about one-third of the Total Marine Force (Annex C). As of 31 March 1986, the Marine Corps had 197,075 members on active duty and 93,146 in the Ready and Standby Reserve. The USMCR provides units and individuals to the Total Marine Force in the following ways:

(1) The USMCR may selectively augment the active forces with personnel and units from the Ready Reserve so that three Marine Amphibious Forces (MAF) are fielded at full wartime structure. The USMCR may also selectively reinforce the active MAF's with SMCR units for a particular operation, e.g., 25th Marines into the 3d MAF. The USMCR also has the capability to field a Marine Amphibious Brigade (MAB) (with somewhat reduced aviation and limited CSS capability) to reinforce an active MAF. If augmentation and reinforcement are not ordered, the USMCR can field a Division, Wing, or Force Service Support Group with reduced capability. Finally, the USMCR can provide a nucleus to reconstitute a Division, Wing, and Force Service Support Group (FSSG).

4. Enlisted System. Marines enter the USMCR in two ways. They either enlist directly for the USMCR or enter as a service member finishing his active duty tour and fulfilling the balance of his obligation. All accessions to the USMCR, as with the other armed services, incur an 8-year military service obligation (MSO). Recruiting for the USMCR is done by full-time active duty recruiters. They recruit individuals both for direct entry into the USMCR and counsel those Marines departing the active Marine Corps attempting to get them to join USMCR units rather than going to the IRR. Those personnel who enlist directly for the USMCR may enter under one of the following options: they may serve 6 years in the SMCR and 2 years in the IRR, 5 years in the SMCR and 3 years in the IRR, 4 years in the SMCR and 4 years in the IRR, or 3 years in the SMCR and 5 years in the IRR. Upon completing this obligation, a reservist may stay on in the USMCR by reenlisting for a period of 1 to 6 years.

a. The majority of USMCR enlisted marines enlist directly for the USMCR and as such require basic training and military occupational specialty (MOS) training. These Marines may complete Marine basic training (10 weeks) and initial MOS training during initial active duty training or under a certain enlistment option, split attendance at basic training and MOS training like the Army split option program. The MOS training varies from two weeks to two years long (it is usually, however, 1 to 4 months long), and may be taught either at a USMC school or other service school, depending on the MOS. The only method for an initial entry USMCR enlisted member to obtain basic training and MOS training is through attendance at a resident Active Component school. Like the U.S. Army, until a Marine recruit has received 12 weeks of military training, he is not a mobilization asset. Unlike the Army RC, which assigns the recruit directly to the unit regardless of his mobilization status, the USMCR recruit is assigned to an IRR school account rather than to a unit, thus no member of a USMCR unit is non-deployable because of a lack of training.

b. Sometimes the USMCR enlisted member who has left active duty and is completing his initial obligation in the USMCR will also require reclassification training to fill a position in the reserve unit in his area. Like the initial entry USMCR marine, he is also carried in the IRR until he is retrained even though in this case he is deployable. The marine in this category can receive reclassification training by attendance at a resident Active Component school, receiving Managed On the Job Training (MOJT) in conjunction with completing MOS related correspondence courses, or complete a program consisting of attendance at a specialized 2-week course run by the active component school and MOS related correspondence courses.

c. Training for reserve NCO's consists of two NCO professional development courses. These are the NCO Leadership School and the Staff NCO Academy. Both must be attended in residence as neither is available through correspondence. Lance corporals and corporals attend the NCO leadership school. It is 3 to 4 weeks in duration and is conducted by each Marine Corps Division. The Staff NCO Academy is 6 weeks in duration and is conducted at Quantico, Virginia.

d. Promotions for enlisted marines within the USMCR is as follows. Promotion for grades to E3 are made at unit level according to the SMCR unit commander's discretion. Promotions for grades to E3 for members of the IRR are made administratively by the MCRSC, based on successful participation and evaluation. Procedures for promotion to E4 and above are the same for all reserve members. Promotions to E4 and E5 are centralized at the MCRSC, based on a formula that awards points for time in service and grade, military schools attended, completion of correspondence courses, physical training status, and performance evaluations. The names of those selected for promotion are placed on a list by MOS and promotions are made by MOS based on quotas established by Headquarters, Marine Corps. Promotions for E6 and above are by a central board review of military records. Selection is made on a best qualified basis and is not tied to the completion of military schools. The names of those selected for promotion are placed on separate lists by MOS, assigned a promotion sequence number, and promotions are then made from this

list depending on the needs of the Corps. The USMCR, like the Army, has an up or out promotion policy.

e. The USMCR has a unique policy concerning the length of time a senior NCO (E7 through E9) may stay in a SMCR units. SMCR NCO's are limited to 5 years of service in a unit and then must transfer to the IRR to allow another senior NCO from the IRR to move to a unit. While the movement of NCO's from the SMCR to the IRR is mandatory, the NCO's movement from the IRR to the SMCR unit is voluntary.

5. Officer System.

a. The vast majority of USMCR officers are accessed after a full active duty as they come into the reserves to finish their 8-year obligation. A few USMCR officers come into the reserves as 2LT's after completion of either Navy ROTC, the Platoon Leaders Course (completed by the individual while attending college), or attendance at the Marine Officer Candidate Course. Candidates for Marine OCS must be college graduates and may enlist directly for OCS, bypassing basic training and MOS schooling. After commissioning, all USMCR officers must attend the branch immaterial basic course and thereafter, attend an occupational specialty school. Both the basic course and the specialty school are the Active Component courses. At this point, there is a marked difference between the USMC and the US Army Reserve Components. After completion of these schools, all USMCR reserve lieutenants must serve a year on active duty before joining a reserve unit. Thus, all officers in the USMCR have some active duty troop experience.

b. Further professional education, *minus specialty* courses, for USMCR officers is as follows. Senior USMCR lieutenants or captains have the opportunity to attend the Amphibious Warfare School. As a major, they may attend the Marine Command and Staff College. Both of these courses have abbreviated resident versions for the reserve officers or can be taken through correspondence. Thereafter, lieutenant colonels and colonels may attend other service war colleges or senior service schools. Like the US Army, the USMCR has an up or out promotion policy for its officers, but unlike the US Army Reserve Component, the completion of military schools is not a prerequisite for promotion. Promotions are done by a centrally convened board that reviews the Officer Military Personnel File, a Reserve Qualification Summary, a Reserve Retirement Credit Report, Officer Fitness Evaluations, a photograph of the officer, and any statement the officer may submit. Promotions are done on a best qualified basis. Officers selected for promotion are assigned a sequence number and their names are placed on a promotion list from which promotions are made.

c. A restriction similar to that for USMCR senior NCO's applies to USMCR officers concerning the time they may stay in a SMCR unit. SMCR officers are limited to 3 years in a unit, then must transfer to the IRR to allow another officer in the IRR to go to a unit.

6. Training Guidance. Training guidance follows one chain of command and is programmed far in advance. The training events that both active and reserve

USMC units must perform are the same, only the time frame allotted for the USMCR to complete these events is different. Like the active Marine Corps unit, the USMCR units receives training guidance and direction from Headquarters, USMC in the form of training orders and training bulletins. Training orders are training regulations that establish priorities and requirements. For example, a training order would govern the frequency of individual and crew served weapons qualification. Training bulletins are used as a means of communicating how training orders will be executed. A training bulletin might be a published list of what units have priority for use of major training areas during certain time periods. In addition to these training orders and training bulletins, Headquarters, USMC publishes a schedule of upcoming major events and exercises. These orders, bulletins, and this schedule of events for the USMCR are then sent to the 4th Marine Division and 4th Marine Aircraft Wing. Based on these documents, these headquarters develop a 5-year training plan for their subordinate units. The 5-year training plan is a living document, updated yearly, which programs major exercises and recurring events as far out as known. This plan includes the scheduling of major joint exercises, when a unit will be administered the Marine Corps Combat Readiness Evaluation (MCCRES) (comparable to the Army ARTEP), and when the unit will undergo a Mobilization Operational Readiness Deployment Test (MORDT). The 4th Marine Division and 4th Marine Aircraft Wing send the 5-year training plan to their subordinate units, who then use this as a basis for developing yearly training plans.

7. Unit Training.

a. Units in the USMCR train both collective and individual tasks during IDT. Most training, however, is done at the RC center and usually concentrates on individual skills. Only limited collective training is accomplished and that generally occurs in local or major training areas. USMCR units experience the same obstacles with time distance factors to their ability to conduct collective training during IDT as US Army Reserve Component units.

b. The focus of AT is collective training at the battalion level. Because USMCR units are short 40-50 percent of their full complement of TOE equipment, units (usually battalions) pool their resources. Equipment for the battalion's annual training period is either shipped from the IDT site or borrowed from Active Component units at the annual training site.

8. Individual Training. Most individual training in USMCR units is conducted at the IDT site and consists of Managed On the Job Training (MOJT), MOS sustainment training, and basic combat skills. In addition to this training, unit members may request attendance at professional development courses at Active Marine Corps Schools. Members of USMCR units who are able to attend one of these courses must attend the full Active Component course. There is no equivalent of the RF schools/ARNG academies system for offering tailored instruction to reserve marines. If the Active Component course is over two weeks in duration, marines who are unit members attending these courses do so in lieu of attendance at AT with their unit. Attendance is dependent upon the time, funds, and school quotas available.

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9. Full-Time Support. The Selected Marine Corps Reserve unit member is well supported by full-time personnel. Active duty support numbered 5,180 at the end of FY 85. These active duty marines are called Inspector-Instructors (I-I's) and Active Duty Support Personnel (ADSP).

a. The I-I's are active component personnel who are detailed to support ground units. A group of I-I's (the size of the group is dependent on the size of the unit they support) are assigned to support each USMCR ground unit. The responsibilities of these I-I's is to develop the unit training program, schedule training for the unit, evaluate the unit, and do all the between drill administration for the unit, thereby generally making it possible for the reserve unit to concentrate on training.

b. Active Marine Corps personnel, who assist Marine Aircraft Wing units, are called Active Duty Support Personnel and have the same responsibilities as I-I's. The only difference between the two is that ADSP, unlike the I-I's, are actually part of the unit.

c. The SMCR is further assisted by 1,134 Full-Time Support (FTS) Marines (like the US Army's Active Guard Reserve program) who fill staff requirements. In addition, 221 competitive civil service employees provide support.

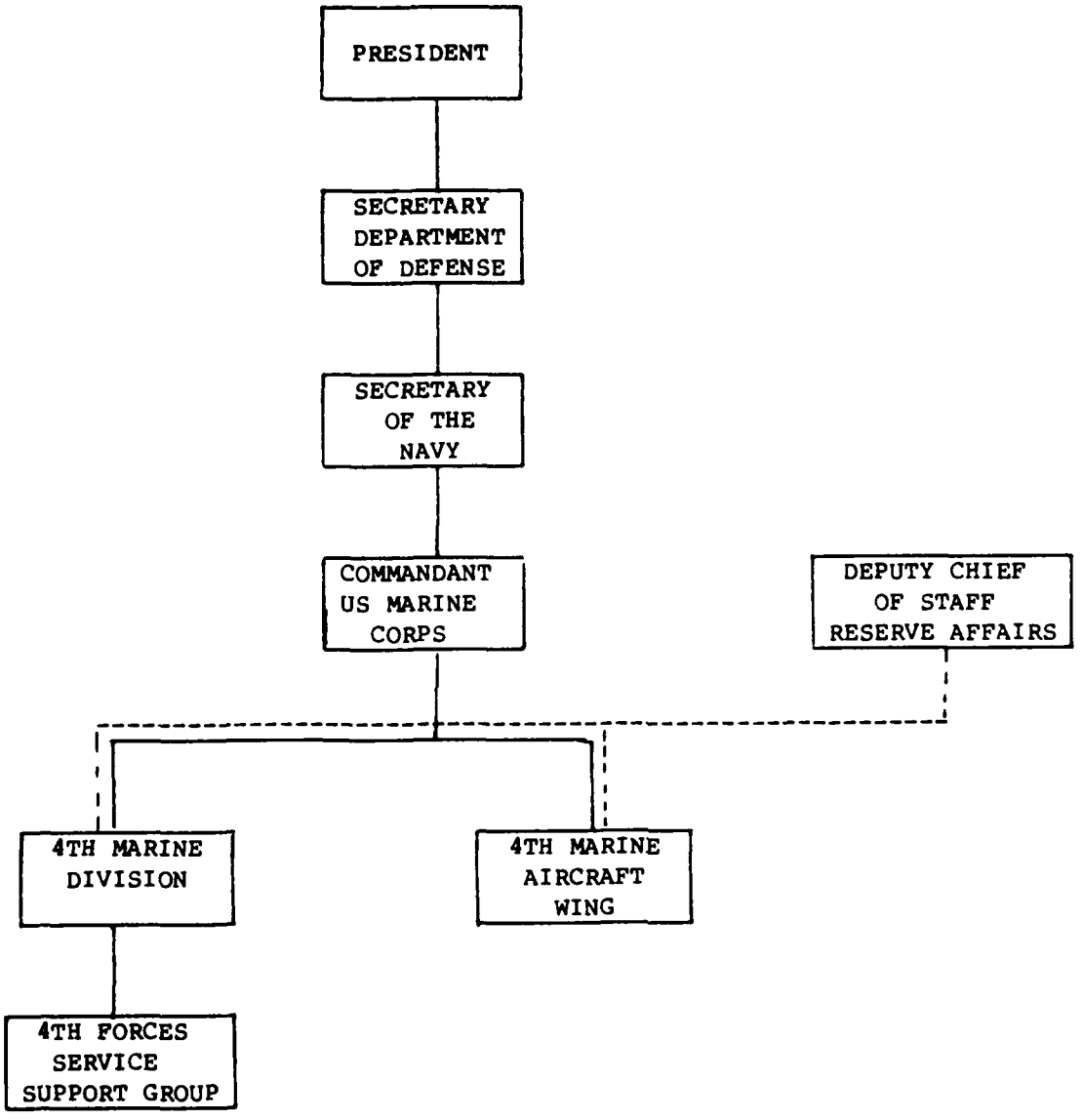
10. Mobilization.

a. Upon mobilization, USMCR units may either be detached from the 4th Marine Division or 4th Marine Aircraft Wing and then augment, or reinforce, Active Component units, or stay with these headquarters and the Division and Wing be deployed as an entire unit. When units are detached from the 4th Marine Division and 4th Marine Aircraft Wing and go to the active force, these remaining headquarters, along with those remaining units, become the structure for a new division or wing to be filled by members of the IRR.

b. The readiness of these units to execute these mobilization missions is tested using the Mobilization Operational Readiness Deployment Test (MORDT). There are two types of MORDT--MORDT-Go and MORDT-Stay. On a MORDT-Go, units load unit equipment and move to a mobilization station where the remaining equipment required for mobilization is maintained in storage. MORDT-Stay exercises involve loading equipment and moving to a predesignated assembly point. Units undergo one type of these exercises once every five years.

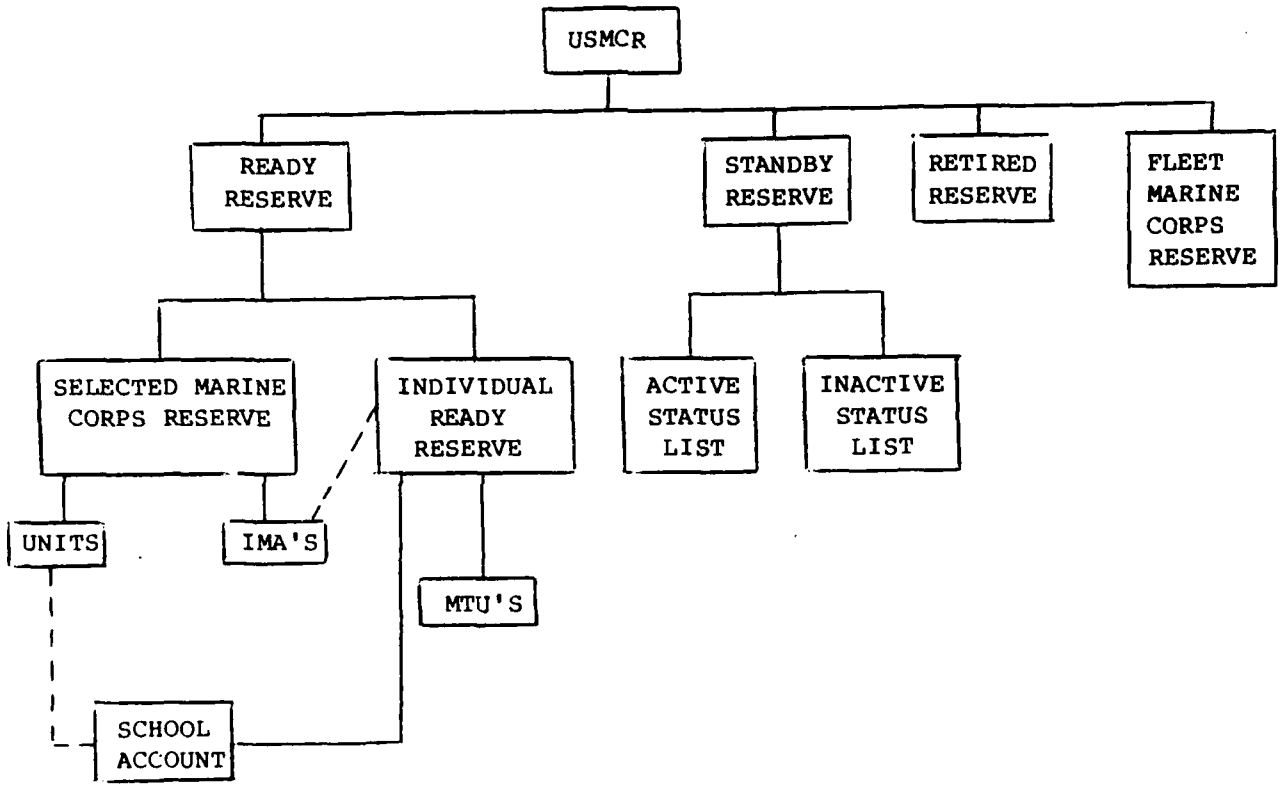
Annex A

CHAIN OF COMMAND FOR THE USMCR



Annex B

STRUCTURE OF THE USMCR



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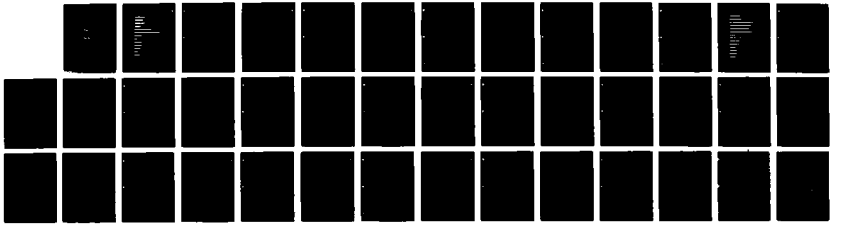

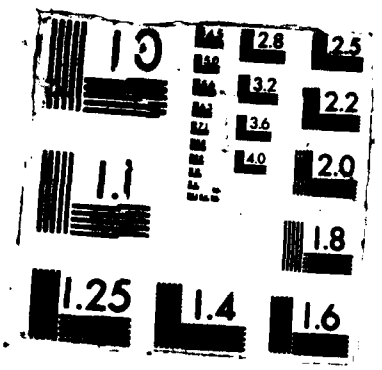
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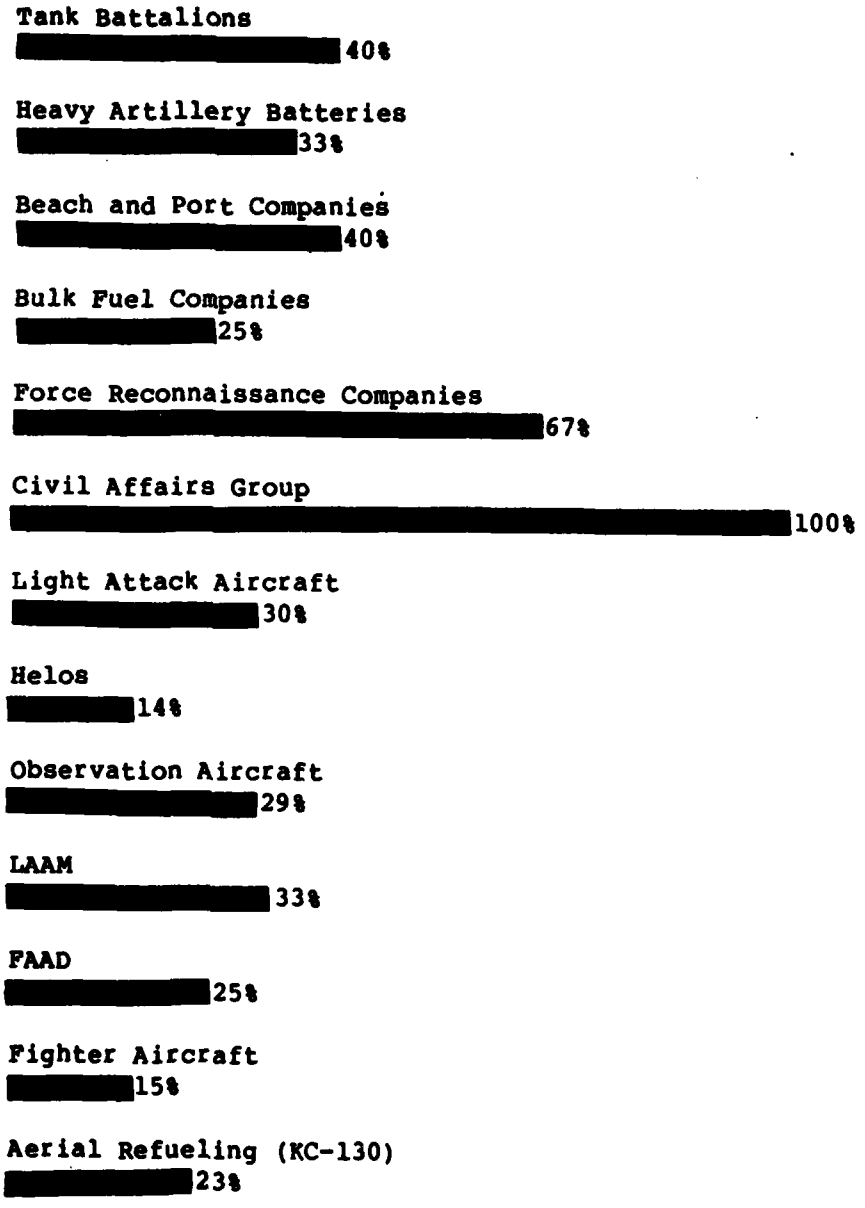
Annex C

RESERVE TOTAL FORCE CONTRIBUTIONS



RC TRAINING IN THE UNITED STATES NAVY

1. History. The US Navy traces its origins to the Constitution which contained provisions for the establishment of a Navy. In 1798 Navy Regulations provided for the establishment of a Department of the Navy, with a Secretary of the Navy at its head. The Naval Reserve was established on March 3, 1915. Its forerunner, the Naval Militia, dated from 1888 when Massachusetts organized a naval battalion as part of its militia. In 1891, the Office of Naval Militia was established, and by 1897, sixteen states' naval militia were established. In 1914, the Division of Naval Affairs took over the work of the Office of Naval Militia, then in 1915, Congress passed legislation establishing the Federal Naval Reserve. The Navy reserve is a wholly federal force and is governed by the law in Section Title 10, U.S. Code. Although several states still have a naval militia, these are state forces that receive no support from the federal government.

2. Authority: The chain of command for the U.S. Naval Reserve passes from the President through the Secretary of Defense and Secretary of the Navy, Chief of Naval Operations to the Vice Chief of Naval Operations (Annex A). The responsibility for the reserves then splits into separate lines, one for the Naval Selected Reserve (also called the Naval Reserve Forces) and one for the Pretrained Individual Manpower (PIM). The Naval Selected Reserve consists of the Surface Naval Reserve Force, the Naval Air Reserve Force, and the Surface Support Force (in other words, the units of the Naval Reserve). The PIM consists of the Individual Ready Reserve, Standby Reserve, and Retired Reserve. The Naval Selected Reserve is under the Commander, Naval Reserve Force, who is also a member of the VCNO's staff and in this position fulfills the position of Director of Naval Reserve. As the Commander, Naval Reserve Force he has the Commander, Naval Surface Reserve Force and Commander, Naval Air Reserve Forces subordinate to him. The Naval Surface Reserve Force and the Surface Support Force are under the Commander, Naval Surface Reserve Force and the Naval Air Reserve Force is under the Commander, Naval Air Reserve Forces. The Commander, Naval Air Reserve Forces also commands all reserve intelligence units. The Pretrained Individual Manpower is under the Deputy Chief of Staff of Naval Operations for Manpower, Personnel and Training.

3. Organization. All personnel in the Navy Reserve are in either the Ready Reserve, the Standby Reserve, or the Retired Reserve.

a. The Ready Reserve consists of those units and individual members liable for duty in time of war, national emergency proclaimed by the President or declared by the Congress or when otherwise authorized by law. The Ready Reserve has two categories of reservists, those on active duty and those in an inactive status.

(1) Active duty Ready Reservists are in two categories. The first is those reservists who are on active duty with the regular active component Navy. The other category is those assigned to the Training and Administration of the Reserve (TAR) program. These personnel may serve on active duty continuously until retirement. They experience the same Navy PCS moves and perform the same training tasks as their regular Navy counterparts.

(2) The Inactive Duty Ready Reserve includes two categories: Navy Selected Reserve (NSR) and Individual Ready Reserve (IRR).

(a) The NSR consists primarily of units and organizations which train individuals in time of peace for immediate mobilization. The Selected Reserve Force structure is divided into two distinct organizations, surface and air, which train in 2970 units in 250 locations over the 50 states, Washington, D.C., Puerto Rico, and 9 overseas sites. Members of the Selected Reserve train on a regular basis. The selected reservist must attend a minimum of 48 Unit Training Assemblies (UTA's) and 14 days of annual training duty (ATD) a year. If a reservist misses over 6 UTA's in a year and is an obligated member, he will usually be involuntarily activated for a 2-year period of active duty. All NSR members attend both IDT and ATD in a paid status. Members of the NSR receive 1 day's base pay and any special pay to which they may be entitled and one retirement point for each UTA performed, and one day's full pay and allowances and one retirement point for each active duty day performed. The Selected Reserve currently represents 9.8 percent of the Total Navy Force.

(b) The Individual Ready Reserve (IRR) is a pool of personnel that provides trained individuals to both active Navy and Navy Reserve units upon mobilization. It represents the Navy's earliest source of Pretrained Individual Manpower after mobilization. Members of the IRR, with few exceptions, have no training requirements. Two of the primary exceptions are those IRR members who are assigned in an overstrength status to a selected reserve unit and those who are members of Voluntary Training Units (VTU). Those assigned to a unit in an overstrength status are required to perform IDT and ATD with their NSR unit. These IRR members do not get paid for IDT at all and only every other year for ATD. They are, however, awarded retirement points. Members of VTU's also perform IDT and ATD, always in a nonpaid status. They too receive retirement points. Members of the IRR may not attend any schools except on a 2-week Active Duty for Training tour. These IRR members are paid while attending school. Most other IRR members have to obtain retirement points through completion of correspondence courses. The IRR member who is not with an NSR or VTU has no opportunity for any type of IDT training. Only about 20 percent of the IRR acquire enough points per year for that year to be counted toward retirement. Enlisted IRR members are not eligible for promotion.

b. The Standby Reserve consists of those nonobligated members of the USNR, other than those members in the Ready Reserve or Retired Reserve, who are liable by contract for active duty only in time of war or national emergency declared by Congress or when otherwise authorized by law. There are two categories of Standby Reserve, Active and Inactive.

(1) The Active Standby Reserve is composed of those reservists who make application to participate voluntarily in reserve training and earn retirement points in a nonpay status, through correspondence courses. They are eligible for promotion, and are usually key federal employees such as air traffic controllers.

(2) The Inactive Standby Reserve is composed of reservists who are not required by law or regulation to remain members of an active program and are ineligible to participate in training or to be promoted. In the USNR, this category generally consists of those personnel awaiting discharge.

c. The Retired Reserve consists of two categories, the Retired Reserve and the Fleet Reserve.

(1) The Retired Reserve consists of those members who have retired for length of service and are entitled to receive retired pay at age 60, but are not yet receiving it. They are subject to be recalled to active duty in time of war or national emergency declared by Congress, or when otherwise authorized by law.

(2) The Fleet Reserve consists of those enlisted members of the Regular Navy or Naval Reserve who have completed 20 or more years of active service, but less than 30 years of total service, and are receiving retainer pay (like retired pay). They not only may be recalled to active duty like the retired reserve in time of war or national emergency, but also may be required during peacetime to perform up to 2 months of active duty in each 4-year period.

4. Function. The mission of the Navy Reserve is to provide trained units and qualified individuals for active duty in time of war or national emergency. It is the initial and primary augmentation of the Active Component (AC). As of 31 Mar 86, the Navy had 572,791 on active duty (both Regular and Active Duty Ready Reserve), and 221,347 in the Inactive Duty Ready Reserve and Standby Reserve.

a. The Naval Selected Reserve (NSR) is operationally structured to provide three categories of combat resources: commissioned units, reinforcing units, and sustaining units. These types of units are found in the Surface Naval Reserve Force, the Naval Air Reserve, and the Surface Support Force.

(1) Commissioned Units are able to deliver a complete operational entity (like an aircraft squadron, entire ship, or cargo handling battalion) to the operating force. All commissioned units are authorized an additional 12 UTA's annually. Additionally, all ship units (3 percent of Naval Reserve Force) are authorized an additional 30 UTA's for preunderway preparation, sea detail, transit, and at sea training. Naval Air Reserve Flight crews receive anywhere from 24 to 72 additional flight training periods, and ground crews an additional 12 UTA's annually.

(2) Reinforcing units are individual units that are permanently associated with a larger Active Component organization and upon mobilization, would join their AC organization to enable the forces to operate at a wartime level of personnel readiness for an indefinite period of time.

(3) Sustaining units are like reinforcing units. The difference is that only combat service support units are placed in this category. Reinforcing and sustaining units get no additional UTA's per year for training.

b. The USNR provides 51 ships of the 579 ship Navy, plus 18 Minesweeper Hunters and 4 salvage ships. Additionally, USNR personnel upon mobilization will partially man 126 Military Sealift Command Ships. The NSR also man two Reserve Carrier Air Wings.

5. The Enlisted System. Sailors enter the Inactive Duty Ready Reserve of the USNR in two ways. They either enlist directly for the NSR (they may not enlist for the IRR) or enter as a service member finishing their active duty tour and fulfilling the balance of their service obligation. All accessions incur an 8-year Military Service Obligation. Recruiting is done by selected reservists on full-time active duty. Enlistees may enlist either to serve 6 years in the Selected Reserve and 2 years in the IRR or 3 years active duty, 3 years in the Selected Reserve, and 2 years in the IRR. Upon completing his initial 8-year obligation, a reservist may assume a further contractual obligation by either extending his current enlistment contract for from 2 to 4 years, or by reenlisting for 2 to 6 years.

a. Those sailors who enlist directly for the Inactive Duty Ready Reserve must undergo basic training and Naval Enlisted Code (NEC) training (like the Army military occupational specialty (MOS) training). These sailors may complete Navy basic training (7 weeks) and then go directly to NEC training at a Navy school. Sailors who have enlisted under the Sea and Air Mariner program may split their basic training and NEC training in a fashion similar to the US Army split option program. All basic training and NEC training for award of the initial NEC must be conducted at an AC school. Those USNR members who have not received 12 weeks of military training are not mobilization assets and are assigned to a school account rather than to a unit. Thus although they are "Selected Reserve," they are in the IRR, thus resulting in no person in NSR units being non-deployable because of training. The majority of USNR enlisted accessions, however, are coming into the USNR from active duty to complete their 8-year obligation. Like the Army, Navy career counselors attempt to get these sailors to join Navy Reserve units.

b. Those sailors coming from active duty and joining USNR units who do not possess the NEC required for that unit may be retrained into a new NEC. As with initial award of NEC, these NEC's must also be obtained through attendance at an AC school only. This training is the regular active component course and has not been tailored for the RC.

c. Promotions in the USNR are on a totally centralized basis administered by the Naval Reserve Personnel Center. To grade E3, promotions are automatic on a fully qualified basis. Beginning to grade E4, promotions are done by a centralized promotion board process based on a best qualified system. Selection for promotion is based on a point system. Points are awarded for enlisted evaluation reports, results of NEC evaluation (like Army SQT), time in grade, and time in service. Selection for promotion is not tied to the completion of any professional development schooling. In fact, there is only one professional development school, a 2-week Leadership Management Education Training Course for E6's and E7's. NCO's who attend this course must do so in residence. Actual promotion is based on position vacancy. Those selected for promotions are placed on a list by NEC and and as positions become available,

they are promoted. The Navy Reserve has an up or out promotion policy for its enlisted members. Only selected reservists are eligible for promotion.

6. Officer System. About 95 percent of USNR officer accessions come from officers in the Active Navy who are finishing their initial Military Service Obligation or those who have completed their MSO on active duty and volunteer for the Naval Reserve. These officers have a minimum of 4 years active Navy experience.

a. The remaining 5 percent of direct accessions are mostly civil engineers, doctors, supply officers, and a few officers of the line. Except for line officers who are products of OCS, the rest are direct commissioned and attend a 2-week orientation course. Officers may not be accessed directly from Naval ROTC into the Reserve Component. Those who wish to enter the Reserve Component without performing a full active duty tour must enlist for OCS and the Reserve Component. These personnel do not attend basic training or NEC training, but go directly to OCS. Upon completion of the 4-month OCS course and commissioning, all line officers attend some form of professional schooling. For example, surface line officers attend the Surface Warfare School for 6 months, then have a 1-year tour of sea duty before returning to the NSR. Air officers attend 1 year of Flight Navigators School or 1-1/2 years of Flight Pilot School, and 6 months Fleet Replacement Squadron School for weapons before returning to the NSR. Thus, all NSR line officers, with the exception of flight direct accession officers, have some active duty troop experience.

b. After specialty training, there are a number of branch specific schools officers may attend. However, the first school after initial specialty training that all officers may attend and begins the Navy officer professional development schooling program is the Navy War College Junior Course for Lieutenant Commanders. There are two options for completion of this course, attendance at the full residence course or through correspondence. The next course, for Commanders and Captains, is the Naval War College Senior Course. The same options for completion of this course are available to the reserve officer. These courses, however, are not required for promotion so most USNR officers who take these courses are in the IRR or Standby Reserve and do so for the accumulation of retirement points.

c. Beginning with promotion to LT J.G., promotions are done by a centrally convened board. Promotions are on a best qualified basis based on a review of the officer's personnel file, and his fitness report file. The names of those selected for promotion are placed on a sequenced, numbered promotion list from which promotions are made. As with the Army Reserve, there is an up or out promotion policy for the USNR.

7. Training Guidance. Training guidance for all units in the Selected Reserves comes from the Commander, Naval Reserve Force. The training guidance is very broad in nature and does not specify to the unit exactly how or what mission to perform. An example of the guidance might be that the Commander, Naval Reserve wants every ship and aircraft squadron to attain a C-2 rating over the next year. This broad guidance is sent to the Commander, Naval

Surface Reserve Force and Commander, Naval Air Reserve Force who clarifies this guidance, but still does not tell the unit exactly what they must do to fulfill the Commander, Naval Reserve Force goals. It is at the squadron level/ship commander level that this is translated into training events, both individual and collective, to accomplish the Commander, Naval Reserve Force goals. To do this, the commander uses two primary documents, a readiness manual for his particular type ship/aircraft and the R-TRAC. The readiness manual ties the completion of specific collective and individual training events to readiness levels. The R-TRAC is a manual by grade and NEC that tells the commander what individual task each sailor must be able to perform to be considered qualified. Additionally, the squadron/ship commander is given a list of training exercises that he will participate in over the year. Using these three inputs, the squadron/ship commander develops his training plan.

8. Unit Training. Training in units is very heavily weighted toward the training of individual skills. During IDT, the focus of training for commissioned units is mostly individual training. Commissioned units will do limited collective training during IDT, usually only twice a year. Annual training is the time commissioned units focus primarily on collective training. As a commissioned unit is a separate entity (they have full equipment and personnel structure), during annual training the unit deploys and joins the active force in an exercise (e.g., an entire ship and its crew join an active carrier group in an exercise). Reinforcing and sustaining units do only individual training during IDT. During Annual Training Duty, they integrate into the unit they would join in wartime and train as part of that unit in whatever training the sponsor unit is conducting, such as fleet exercises. Reinforcing and sustaining units do not receive evaluations, while commissioned units are evaluated once very three years.

9. Individual Training. The major effort in individual training is directed toward meeting the NEC requirements and any particular qualification standards for an individual duty position as specified in the R-TRAC. This is accomplished differently for commissioned units and reinforcing and sustaining units. As commissioned units have equipment, their training is primarily hands-on instruction done on their ship, aircraft, etc. Reinforcing and sustaining units do not have equipment so their instruction is done by classes conducted by unit members, Mobile Training Teams, or going to a nearby Active Component school to receive this instruction. Individual sailors for all type units are administered a proficiency test for their particular NEC during Annual Training Duty. The only other individual training opportunities, besides correspondence courses, for the unit member is to volunteer for attendance at an Active Component school in the resident course. The Navy is beginning to shorten resident courses (to date, they have completed two) to meet Reserve Component training needs.

10. Full Time Support. The USNR has four sources of full time support--the Active Navy, Training and Administration of Reserves (TAR's), other selected naval reservists on active duty, and civilian employees.

a. Personnel from the active Navy are assigned to commissioned units of the Naval Selected Reserve. They are part of the unit and perform a myriad of functions (e.g., maintenance of a ship between unit IDT periods).

b. The TAR's perform administrative and training management functions for all type USNR units. At least one TAR is assigned to each unit of the Naval Selected Reserve.

c. Selected naval reservists on active duty are in two categories--Recalled Selected Reservists and Temporary Active (TEMAC's).

(1) Recalled Selected Reservists are assigned to headquarters staffs and are on active duty for up to 4 years (like the Army AGR program).

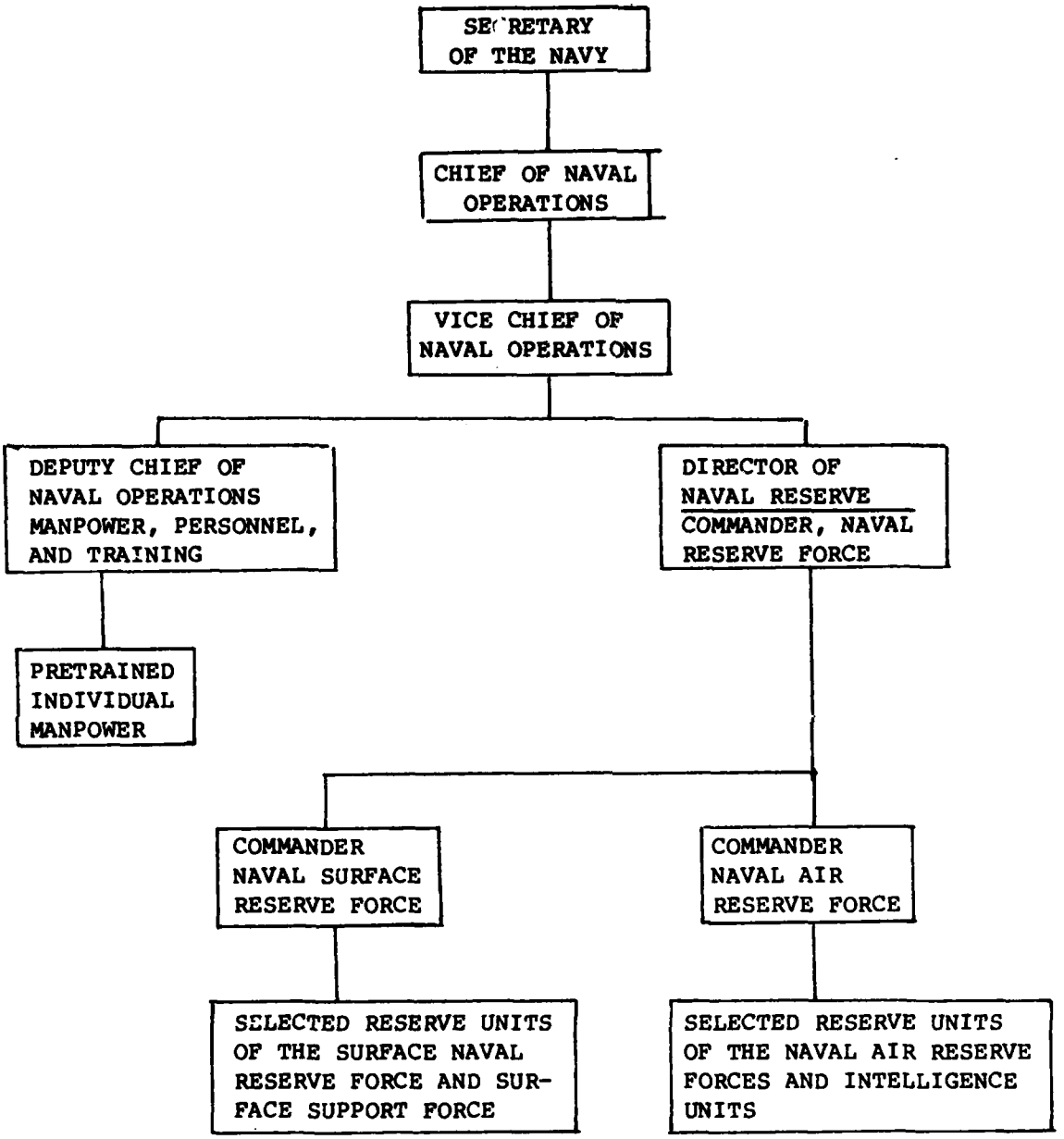
(2) TEMAC's are enlisted personnel on duty for 179 days to perform recruiting duty. They may be extended for successive 179-day tours depending upon performance.

d. Civil Service employees are assigned at all levels supporting the USNR, performing functions from management to clerical duties.

11. Mobilization. The Naval Selected Ready Reserve are on a very short (2 to 5 days) mobilization window. Units must conduct at least one annual telephone Recall Test to check the validity of their mobilization systems. The Commander of Naval Reserve issues a periodic no notice recall mobilization procedure drill at least annually for each unit. Annually, some selected units will be involved in a Joint Service Mobilization Exercise.

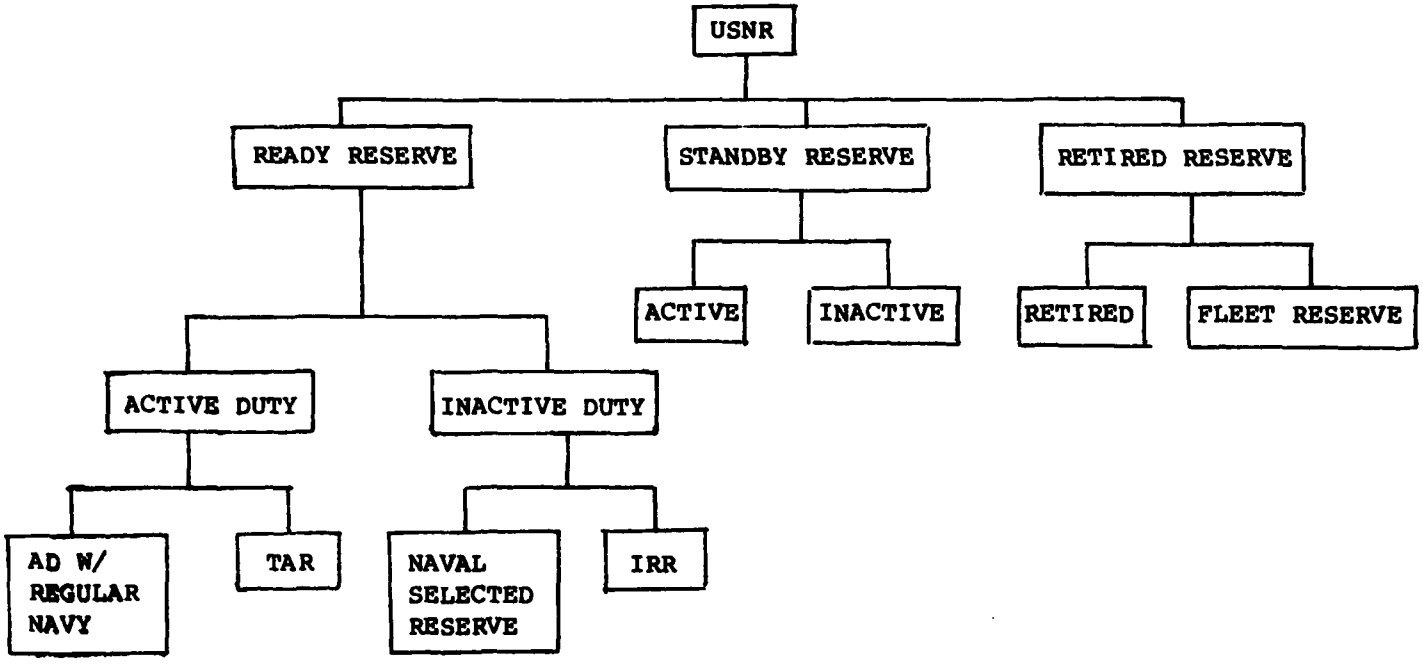
Annex A

CHAIN OF COMMAND FOR THE USNR



Annex B

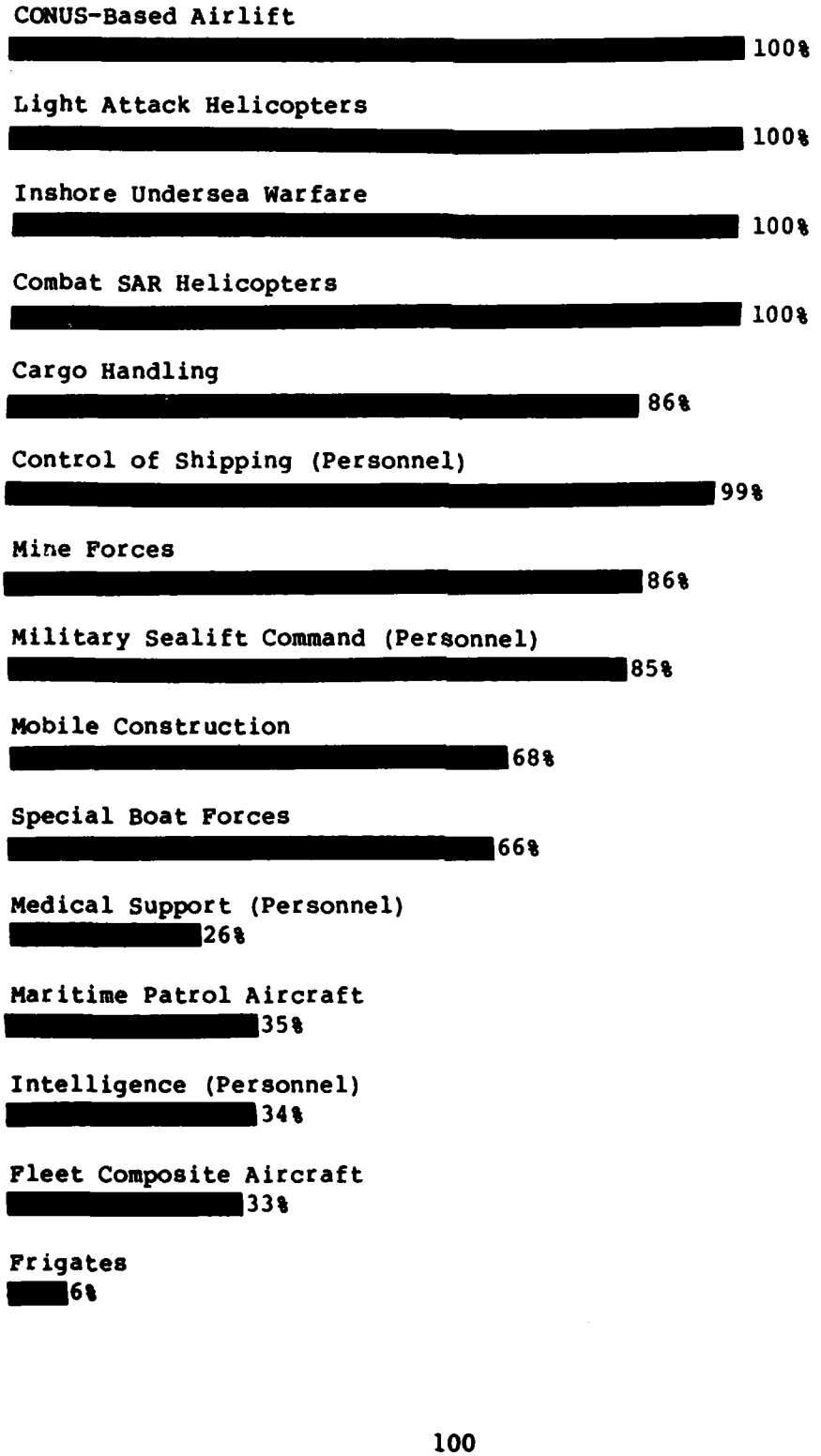
STRUCTURE OF THE USNR



USATB

Annex C

RESERVE TOTAL FORCE CONTRIBUTIONS



Annex C (continued)

ASW Helicopters
[redacted] 21%

Carrier Air Wings
[redacted] 14%

Submarine Support (Personnel)
[redacted] 4%

Amphibious Ships
[redacted] 3%

SECTION III.

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